

Sales Management

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THE MAGAZINE OF MARKETING

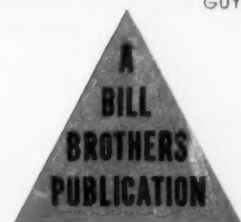


Is the top sales job too big for one man? By Joseph G. Noh, Sterling Drug. See p. 37

GUY GILLETTE

In This Issue ● **Cost of Keeping Salesmen**
in Field Up 12-13% Since 1947 ● **Toughest**
Sale I Remember ● **Sales Outlook—How Good?**

173841



THIRTY-FIVE CENTS

JULY-1-1950



There are 5,476 loyal Kansas Farmer subscribers in the rich Wellington trade area.

"Putting MEAT on the Wheat Belt!..."

"There's more wheat grown in Sumner County than in any other Kansas county . . . but we're finding space to grow cattle, too," says R. W. Eakins, Mgr. of the Wellington Chamber of Commerce.



"We know the harm that can befall a region that depends on one crop, therefore this city is working with farm organizations to balance farm programs and help assure continued high income."

Such word from the top Kansas wheat county (1949 production, nearly 5 million bushels) is indicative of the interdependence of farm and town. Sumner County produces wheat, and yet it is climbing rapidly among the top 25 Kansas beef cattle counties. Wellington businessmen know that their continued good business depends on this balance.

The part which Kansas Farmer has played in solving that Kansas farm problem is the part of counselor and champion of better farming. Its influence is felt in every farm trading area because it knows Kansas agriculture and talks of nothing else. Kansas Farmer's advertising influence is just as marked. Brand names have a place in Kansas farm buying habits. So when you're looking for a way to cover Kansas, remember the unequalled prestige of Kansas Farmer. You get an audience that is willing to listen . . . believe . . . and BUY!



THE BUSINESS PAPER OF KANSAS FARMERS

Kansas Farmer, Editorial and Business Office, Topeka, Kansas

Published by Capper Publications, largest agricultural press in the world.

5438 950
C.1
V.65
July-Aug.
1950
pt. 1

NEVER DISCOUNT QUALITY JUST BECAUSE IT COMES IN QUANTITY



- In New York's high-income residential districts—throughout every one of New York's five boroughs—the Journal-American substantially leads all other evening newspapers.

According to a readership survey by another New York newspaper

- and the Journal-American sells more newspapers in New York's 8 best suburban counties than all other metropolitan evening newspapers combined.

Latest A. B. C. Audit

**YOUR STORY STRIKES HOME
MORE THAN 700,000 TIMES A DAY**

Journal NEW YORK **American**
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

JULY 1, 1950

to cut
selling costs



TRY A Milprint PACKAGE

More sales reduce your unit cost of doing business. And an eye-catching Milprint package can be a vital factor in upping your volume, increasing shelf velocity and swinging new customers your way.

Milprint's sales-wise package designers and merchandising men are ready to apply their experience to your package to help you cut selling costs. Call your local Milprint man or write today.



America's leading candy bars are packaged in Milprint printed Glassine, Cellophane, Foil.



General Offices Milwaukee, Wis. • Sales Offices in All Principal Cities
Printed Cellophane, Plaidim, Acetate, Glassine, Plastic Films, Foils,
Folding Cartons, Lithographed Displays, Printed Promotional Material.

Sales Management

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SALES MANAGEMENT

Top Sales Job in a Big Company: Is It Too Big for One Man?

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By Joseph G. Noh, Chairman, Marketing Committee, Sterling Drug, Inc. 37

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55,943

out of 60,544 Top

Production Men

Asked for It!

ASKED, THAT IS, FOR

Industrial Equipment News

And that's where your
opportunity comes in

It is important to you that 55,943 operating, engineering and production men in the top plants of every industry requested Industrial Equipment News.

For the very fact that they asked for it means they are alert men who must know "what's new" in industrial equipment. They are on top of their jobs, and intend to stay there.

Your opportunity comes in the fact that these top operating men look through Industrial Equipment News month after month, searching for product news and information. The standard one-ninth page here has all the impact of much larger space, and the advantage of being next to editorial.

You reach every industry, every month, and you reach the top plants . . . 86% rated at \$100,000 and over; 55.7% at \$1,000,000 and over. You reach them for only \$110 to \$120.

That figure of 55,943? It represents the 92.4% of our 60,544 readers who have requested Industrial Equipment News. For more information, send for The IEN Plan.

Good for Selling

because

Used for Buying

Controlled Circulation 60,544

Total Distribution 65,170

INDUSTRIAL EQUIPMENT

ECA

NEWS

IEN

THOMAS PUBLISHING COMPANY
461 EIGHTH AVE., NEW YORK 1, N. Y.
BOSTON • CHICAGO • CLEVELAND • DETROIT
LOS ANGELES • PHILADELPHIA • PITTSBURGH



FOOD SALES GROW FAT, TOO

when WTAR and WTAR-TV sell the
Norfolk Metropolitan Market for you!

The potential is plump for food products in the \$100,000,000.00* Norfolk Metropolitan Market—Norfolk, Portsmouth, Newport News, Virginia. WTAR and WTAR-TV bring home the sales for food advertisers because . . .

WTAR delivers more listeners-per-dollar than any combination of other local stations. Check any Hooper-ating to see the overwhelming listener preference for WTAR.

WTAR-TV, on the air since April 1st, is already selling to more than 15,000 set owners (as of May 1). That's right, 15,000 sets in one month's operation in a brand new television market. Proof enough of WTAR popularity.

So, get your food products on the heaping tables of the Norfolk Metropolitan Market with WTAR and WTAR-TV. Ask your Petry office, or write us.

*Sales Management Survey of Buying Power, 1950



Norfolk, Virginia

AM—NBC Affiliate
5000 watts Day and Night

TV—Inter-Connected
NBC, CBS, ABC, and Dumont Affiliate



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July 1, 1950 Volume 65 No. 1





WRAPPING DEPT., THE HECHT CO., WASHINGTON, D. C.

How to Wrap Up Sales in the Nation's Capital

DEPARTMENT store wrappers are busy these days in Washington, D.C. The aggressive newspaper advertising of Washington department stores helps to keep them that way.

Leading the department store lineage parade for the first four months of 1950 — and leading by far — was The Washington Star. Of all department store advertising in Washington's four newspapers, The Star carried 39.7% (a total of 2,329,359 lines!) — topping the second Washington paper by 54.3%. And, while total store lineage gained 3.4% over the same 1949 period,

The Star gained 11.1%.

Washington department stores pick The Star first because The Star is Washington's first marketplace. National advertisers who follow this lead capitalize on a dependable Washington habit.

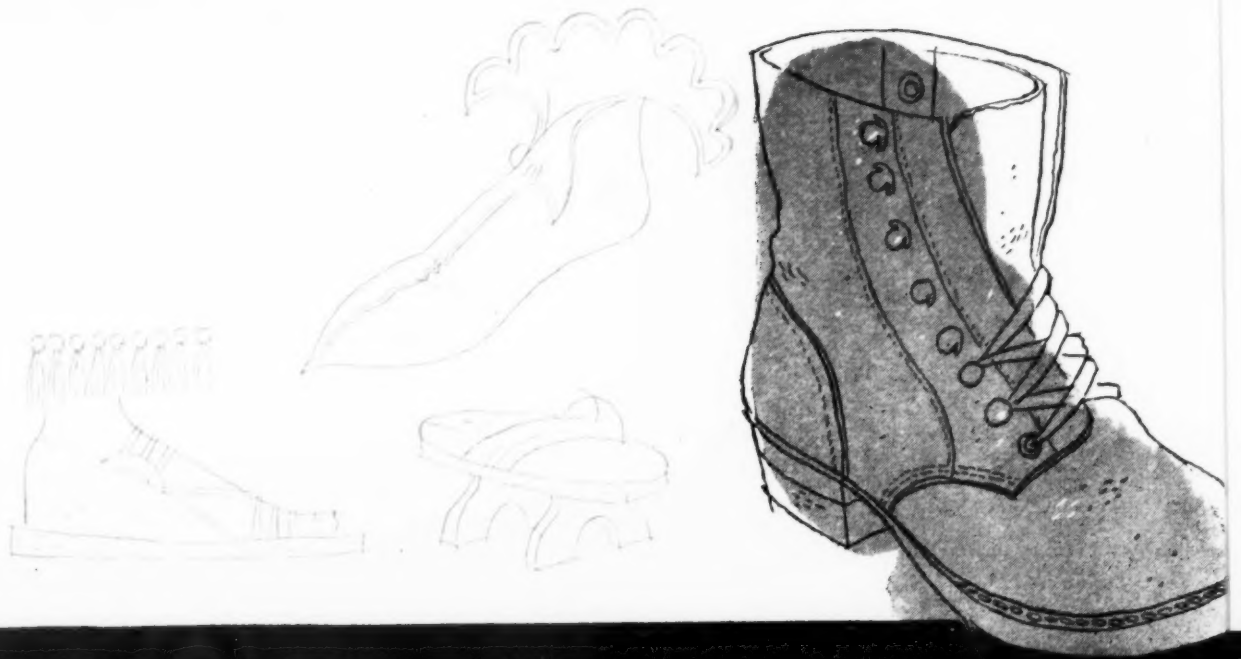
The Washington Star

Evening and Sunday Morning Editions

Represented nationally by: O'Mara and Ormsbee, Inc., 420 Lexington Ave., NYC 16; The John E. Lutz Co., Tribune Tower, Chicago 11. Member: Bureau of Advertising ANPA, Metropolitan Group, Audit Bureau of Circulation.

THE EVENING STAR BROADCASTING COMPANY OWNS AND OPERATES STATIONS WMAL, WMAL-FM, AND WMAL-TV

JULY 1, 1950



how many sales shoes can r



M C G R A W • H I L L P U B L I S H I N G

HEADQUARTERS FOR BUSINESS INFORMATION
330 WEST 42ND STREET, NEW YORK 18, N. Y.

The seven-league boots of travel, the brogans of preliminary spadework, the spit-and-polish of the final interview—these are just a few of the many shoes your salesman has to fill.

The most important factor in the manufacture of an order, your sales organization, is also the most expensive. MECHANIZED SELLING helps you save money by helping your salesman save time and energy for making a specific proposal and closing the order.

MECHANIZED SELLING takes full advantage of the high-speed, low-cost tools of

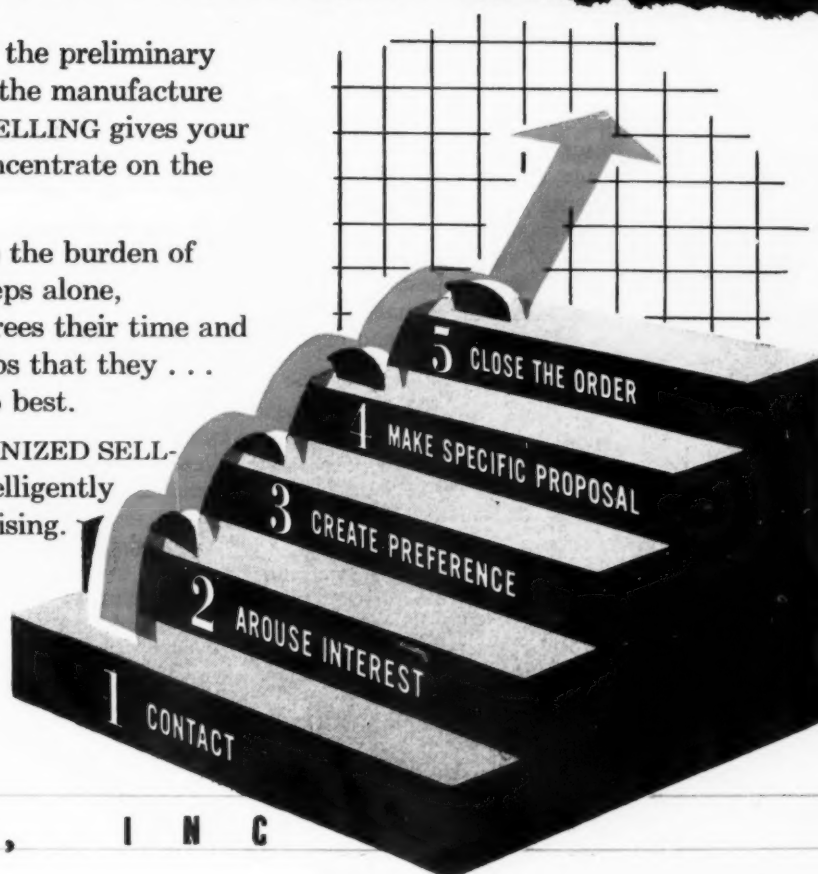
"Orders and How They Grow," a 20-page booklet, discusses advertising primarily in terms of its helpfulness to your salesmen. Ask your McGraw-Hill man, or write to us today.

n mechanized selling fill?

ADVERTISING to perform the preliminary and intermediate steps to the manufacture of a sale. MECHANIZED SELLING gives your salesman more time to concentrate on the pay-off steps.

By saving your sales force the burden of climbing the first three steps alone, MECHANIZED SELLING frees their time and specialized skill for the jobs that they . . . and they alone . . . can do best.

That's the job for MECHANIZED SELLING . . . well-directed, intelligently planned, consistent advertising.



G C O M P A N Y , I N C

The Human Side

"DIVE FOR AN OYSTER"

If you were The Charles E. Hires Co. and you wanted the teen-agers of the country to drink more of your root beer, how would you go about it? Make 'em sweat? Well, yes—that would be part of it. Work on the Stork Club principle: fast music and a lot of noise? That, too. Link root beer to fun? . . . Hires did all *three*. It produced an attractive, authoritative square dance book and distributed it for next to nothing. As John R. Minten, the company's advertising manager, puts it (in square dance lingo), "We dove for an oyster." And he adds, "We came up with a pearl."

Hires had been toying with the square dance idea for some time. The craze for this old form of dancing seemed such a natural for promoting root beer. But the craze had been steaming along for several years, and before it sunk money into a dead horse, Hires conducted surveys to determine if the interest in square dancing was as fervent as ever. It was. And not just among the kids. Their elders, too, on Saturday nights, were hopping around rumpus rooms, barns and community halls like fleas.

So Hires set its sights accordingly. First they got the famous Chris Sanderson to write a square dance book, in simple, non-technical language. Then they had the book illustrated with cartoons, giving a sort of floor-plan for the various "sets." It was a workmanlike job; nothing fancy, since the book would be distributed free—or rather for only the ten-cent piece necessary for postage. But all the meat was there. Even for people who make dancing look like St. Vitus's malady, there were clear and explicit



NO SQUARES THEY . . . Chris Sanderson, who's helping Hires sell more root beer, and Rudy Vallee, who had Chris on his program, know that square dancing is here to stay.

directions that, after one evening, enabled awkward ones to enjoy square dancing without arousing the ire of their lighter-shod neighbors.

Then, this done, Hires really began to promote its book. To each carry-home case of six bottles of Hires was attached a "bottle hanger." This was a simple throw-away which offered the square dance book through an attached coupon.

After that Hires took a full-page advertisement in *Look*, describing the book and intimating that a whale of a lot of fun could be had merely by clipping the coupon at the bottom of the page. The response was almost incredible to Hires. Special crews plunged into the work of filling orders but in a week the company had lost—temporarily—the battle of coupons. The company had to hire the R. L. Polk Co., one of the largest of the organizations which specializes in handling coupons. Polk got the first thousands of the Hires Square Dance Books mailed out. Then repeat orders came in.

In addition to the thousands of books mailed to coupon-clippers, Hires, through Polk, also mailed the books to libraries, universities, school boards, recreation leaders and even to 145 Veterans Hospitals.

In the meantime Hires' bottlers were being urged to jump on the bandwagon. Hires pointed out to these bottlers that they could reap a golden harvest—not only in sales but in community good-will—at small cost. The bottlers were shown how to tie-in with the *Look* advertisement; special window streamers were made available for distribution to stores handling Hires root beer. The importance of attaching the throw-away to each carton of root beer was emphasized. The total cost: \$1.00 to influence every 1,000 dealer customers with pretty, impressive merchandising displays and advertising.

And the bottlers were reminded that it would be foolhardy to sell square dancing short, or to think of it as a winter project. Bottlers were told to cash in on summer sales influence: outdoor square dance jamborees, etc.

Hires's sales are better than ever: And it all came about because a company was smart enough to tie its product to a national pastime!

OF DOGS & HUSBANDS & NEWSPAPERS

Several thousand husbands came home on May Day reeking of sensuous perfume and had the devil of a time explaining it to their wives. On at least two occasions, which have been reported, the family dog also reeked of the same scent, further complicating matters. But if you were one of the unlucky husbands, now living in Rover's



50 million literate people live in the bustling urban areas of India and Pakistan, such as Bombay (above).

In Bombay, too

... there is a rich market
for almost every product sold in America

Together, India and Pakistan have a national income greater than Canada, Argentina, Norway, Sweden and Denmark combined... 24 billion dollars!

Of the 420 million people in this area, 60 million are ready buyers of low-priced manufactured goods. Of these, 30 million people can also afford luxury items... in fact, many thousands of them are families of wealth.

This market is served by important local firms and by many well-known international companies. Where restrictions prevent importing, more and more international companies are manufacturing locally, or are making royalty or license arrangements.

On-the-ground knowledge

For 21 years—since 1929—the J. Walter Thompson Company has been an integral part of India's business com-

munity. Through offices in Bombay, Calcutta and Delhi, we are privileged to work with many of the nation's major enterprises. They include the leading steel, power, cement and radio firms... the vital jute industry... a great textile company. These important local companies comprise 45% of our business in India.

All but seven of the 185 JWT employees in India are citizens of the country. They are familiar with the languages... and they know the influence of religions, castes and customs on purchasing patterns.

Offices on every continent

In 14 other offices throughout the world, this same kind of on-the-ground knowledge is available to clients.

In addition, *world-wide* experience is brought to bear on local marketing



Outdoor school in Punjab. Village and farm families of India and Pakistan form a market of 370 million for kerosene, soap, cloth, other basic necessities.

problems. Overseas staffs are trained by men thoroughly familiar with JWT methods. And all 24 offices, domestic and international, exchange facts, ideas and people on a scale matched by no other firm in this field.

J. Walter Thompson Company offices are in London, Paris, Antwerp... Bombay, Calcutta, Delhi... Johannesburg, Capetown... Sydney, Melbourne... Buenos Aires, São Paulo, Rio de Janeiro, Santiago... Mexico City, Montreal, Toronto... New York, Chicago, Detroit, Hollywood, Los Angeles, San Francisco, Seattle. Also, the International Division in New York.



Indispensable
guide for
family buying in
America's
11th
food market

*Lead ALL New York
newspapers in food
advertising, 1949
(Media Records, 7-
day lineage.)*

Newark News

Newark 1, New Jersey

dog house, show this to your wife. (Unless your afternoon paper saved the day for you.) Madame: Your husband got perfumed from his newspaper.

For it has come to our attention that Coty, the French perfumer, has been trying a little experiment involving a handful of hand-picked newspapers from Long Island to South Bend. The experiment consists of impregnating printer's ink with Coty scent for the firm's advertising in newspapers. In South Bend, for instance, *The South Bend Tribune*, which carried one of the advertisements, got mixed comment: "One of the smartest merchandising schemes we have ever heard of." "Will the *Tribune* always smell like this?" "Don't *ever* do that again. Our paper is out in the back yard, airing out." "The scent is beautiful. It perfumed the whole house."

And on Long Island the odor of salt marshes was dissipated by the aroma of Muguet des Bois, one of the Coty products. This particular scent literally went to the dogs. Dozens of Long Island householders complained that they hadn't gotten their afternoon paper because Rover beat them to it. For some reason Muguet appealed vastly to the canine population. Quite a few dragged the family paper onto the lawn and rolled ecstatically in it.

Love and the Press

The man behind the Long Island story is Harold R. Merahn, vice-president of Gertz department store in Jamaica, L. I. Mr. Merahn had recently taken a trip to Paris and fell in love with the Frenchman's subtlety. Seems that in France Muguet is practically the flower of love. A gal who wears it indicates that she is not exactly unreceptive to a little dallying. And Muguet, as a boutonniere on a Frenchman, is the American equivalent of a flaming red tie. So when Mr. Merahn got home, loaded with Coty's Muguet perfume, he arranged to run full-page advertisements in the *Long Island Press*, which boasts 150,000 readers.

Coty had been playing around for years with the idea of impregnating throw-aways—fans and circulars—with its perfumes and had tried to perfume newspaper advertisements. But the newspaper deal never seemed to work. Printers refused to work with perfumed ink, saying that it made them sick to the tummy. Furthermore it bemused them. But with careful research Coty overcame its difficulties. Ink, mixed with various percentages of perfume, was tried until Coty found that a mixture of 80% ink, 20% perfume would be strong enough to scent the page without altering the fragrance or overcoming the worker.

Mr. Merahn backed up his own Coty-scented-newspaper-advertisements by personally distributing real Muguet, flown from Paris, to three Long Island colleges. He created a Continental atmosphere in the Gertz store, and had all counters sprayed with Muguet.

The perfumed advertisements were so successful that Coty followed up the Long Island performance with others in the *Syracuse Herald Journal* and the *Harrisburg Patriot News*.

Heaven knows what will happen next. Chase and Sanborn will probably have newspaper advertisements which give off the aroma of fresh brewed coffee; Kraft might follow suit with sharp cheddar. At least husbands won't have to explain those away!

**YOU CAN
REACH MORE PEOPLE
SELL MORE GOODS
AT LOWER COST
WITH**



Highway displays will sell merchandise—they are selling the best names in America right now! In this important advertising field no organization approaches National Advertising Company for thorough coverage, dependable service and complete responsibility.

National Highway Displays with Scotchlite* Reflective Sheeting will sell your product anywhere in America, 24 hours a day at very low cost. Write for case histories and specific information in your own field. National Advertising Company, Waukesha, Wisconsin.

**AMERICA'S SMARTEST ADVERTISERS
ARE GOING NATIONAL!**

NAMES THAT GO NATIONAL—Alemite • American Broadcasting Company
Auto-Lite • Buick • Burd Piston Rings • Chevrolet • Chrysler • Cooper
Tire • Dayton Tires • Devco & Reynolds Paint • Dodge-Plymouth
Du Pont • Evinrude Motors • Fisk Tires • Ford • Fox Head Brewery
Glidden Paints • Hamm Brewing Company • Hudson • International
Shoe Company • Kaiser-Frazer • Lincoln-Mercury • Martin-Senour Paints
Miller Brewing • Mohawk Tires • Nash • Oldsmobile • Pennzell
Pepsi-Cola • Philco • Pontiac • Pyrofax • Quality Bakers of America
Seiberling Tires • Society Brand Clothes • Studebaker • U. S. Tires
Willys-Overland, and other sectional and local advertisers.

*Reg. Trademark of Minnesota
Mining & Mfg. Co., St. Paul, Minn.



National Advertising Co.

WAUKESHA, WISCONSIN

"We've insured our good with 5 cash crops"

says Jerry Settle, Country Gentleman subscriber of South Carolina, who typifies the progressive new Southern farmer. Retaining the Old South's hospitality and good living, he has protected it—for his own family and tenants—with modern farming that breaks sharply from one-crop dangers.

"In a single year we've made \$40,000 from peaches alone," says Mr. Settle. "Due to a killing frost this year, we'll earn practically nothing from our 100 acres of orchard."

"But we have a good stand of cotton, 108 acres. Our 150 acres of hybrid corn yields up to 75 bushels an acre, high for this section. We have 100 acres in small grains, 10 acres in tomatoes for an extra cash crop, and our Hereford herd will help. All of us—including our tenants and their families—will make out all right."

It's farmers like Jerry Settle—smart enough to break with traditional one-crop systems—who are leading the rural South to new prosperity. And it's leaders like this who get most of the rewards.

Settle's efficient management of 616 acres is bringing better living to 13 families—his own, and his crop-sharing tenants. All the advantages of the new life on the land are being rapidly extended to his 12 tenants' homes, including electricity and running water.

His managerial share enables Settle to give his own family an Old South life—of dogs and hunting and warm hospitality in a pleasant home . . . to give his daughter a bright future . . . and his community, service in civic projects.

Farmers like Jerry Settle are demonstrating to their neighbors—throughout Rural America—how good farming can bring the full satisfactions of good living on the land today.

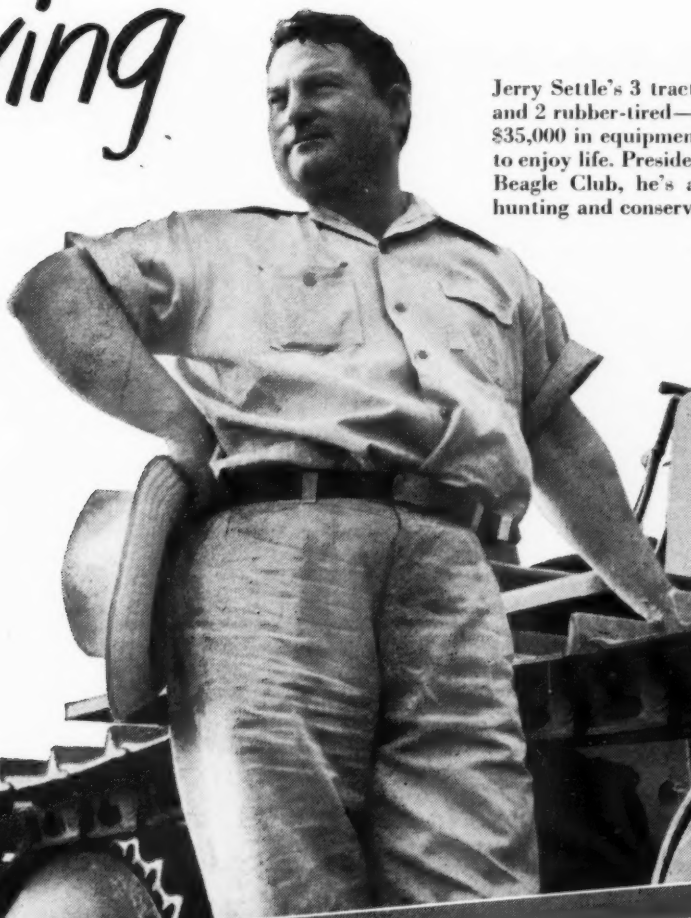
The best people in The Country

turn to Country Gentleman for Better Farming, Better Living

SALES MANAGEMENT

living

Jerry Settle's 3 tractors—a Diesel crawler and 2 rubber-tired—are part of more than \$35,000 in equipment that gives him time to enjoy life. President of Spartanburg Co. Beagle Club, he's also a local leader in hunting and conservation activities.



Mrs. Settle has a talent for making people have a good time. Her furnishings include fine china, silver, crystal, both modern and antique. Home also has a 10½ cu. ft. zero freezer, electric refrigerator, washer and range, plus modern bath and utilities.



Country Gentleman

THEY REALLY MAKE RAIN
Economy Fabrics
to Decorate Your Home
IN COUNTRY GENTLEMAN

Country Gentleman attracts the better farm people in every section of Rural America . . . people who lead their neighbors in good farming, good living, good citizenship . . . 2,300,000 families rated by dealers in every major line as their best rural customers.



Your checklist for maximum outdoor advertising value

**Only Foster and Kleiser
gives all these
profit-producing advantages**

Foster and Kleiser

COMPANY

- ✓ Coastwide outdoor advertising service
- ✓ Selling coverage in nearly 500 communities
- ✓ Average space cost—93¢ per panel, per day
- ✓ One space-buying operation for you
- ✓ One billing operation to you
- ✓ Uniform policies
- ✓ Uniform high quality
- ✓ Finest structures—OAAA approved
- ✓ 49 Years service experience
- ✓ TAB membership and standards
- ✓ Constant research to improve values
- ✓ Coastwide follow-through with your organization

**It adds up to—
Today's outstanding media value**

Foster and Kleiser

— COMPANY —

Head Office: Eddy at Pierce, San Francisco

Branch Offices: San Francisco,

**Los Angeles, Seattle, Tacoma, Portland, Oakland, Sacramento,
Fresno, Long Beach, San Diego, Phoenix, New York, Chicago**

EVERY MONTH IS AN OUTDOOR MONTH ON THE PACIFIC COAST

NEWS REEL



ARTHUR A. BRANDT

Now general sales manager, position newly created in General Electric Receiver Division of General Electric Co., to direct its commercial operations.



EDWARD D. JACKSON

Named general sales manager of the Toledo Scale Co., he had been in charge of the company's Eastern sales area with headquarters in New York City.



WILLIAM B. TOWER, JR.

Newly appointed director of sales of the New Haven Clock and Watch Co.; formerly sales manager, Elgin American Division, Illinois Watch Case.



JAMES A. KIRKMAN, JR.

Promoted from general sales manager and director of advertising to executive director of sales and advertising for the Red Star Yeast & Products Co.



H. L. BILSBOROUGH

Assistant marketing director of A. O. Smith Corp., Domestic Water Heater Division, is assigned to head water heater sales in the West Coast states.



WILLIAM R. VEALE

Appointed director of marketing of Frankfort Distillers Corp., will co-ordinate all marketing activities of the company, merchandise leading brands.



AMERICAN STEEL & WIRE CO.:

M. E. Capouch (left) and E. T. Eggers (right) are named managers of the Construction materials and the Wire Rope sales divisions, respectively. Divisions are separate sales units of one former division.





"Post promotion sent sales up...and they're still up!"

Says WILLIAM GOLUB, *president of Central Markets, Inc.*

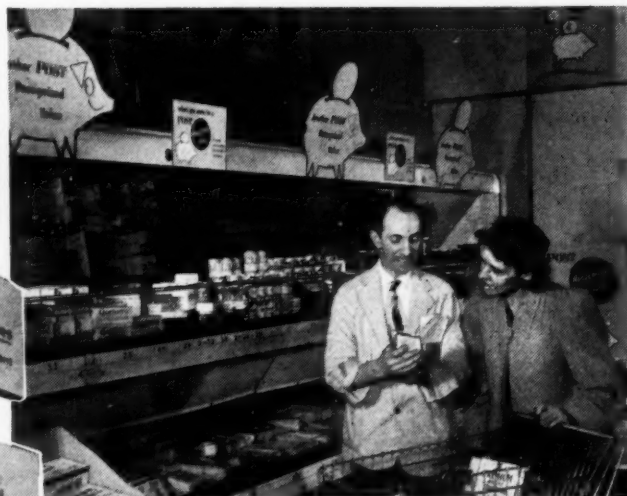
"The promotion has been over for three weeks, but we're still using Post material because we're having some of the biggest weeks in our history!"

THE SATURDAY EVENING POST-CENTRAL MARKETS PROMOTION ended on May 13. But on June 6—three weeks later—sales were still at the high level reached during the ten days of the promotion. Bill Golub doesn't think that this impact was an accident. He wired the Post, "We plan to continue featuring Post-advertised products in our newspaper advertising."

The important thing to remember, while looking at this picture story of the promotion, is that it is just one example of the many ways in which alert retailers in the food, drug, automotive and department store fields are using the Post—continuously, 52 weeks a year—to make sales for them. One more proof that the Post can become a powerful local selling force for your product; can convert its millions of loyal readers into customers for you throughout the country ... or in a given city ... or in a given store.



1. Bill Golub, right, and his brother Ben, President and Vice-President respectively of Central Markets, look over the newspaper spreads which heralded the opening of the Central Markets-Saturday Evening Post promotion.



2. The enthusiasm built up by pre-promotion indoctrination sessions carried right through to the point of sale. Note the employee badge worn by Store Manager Sol Wasser, above.



3. Bill Golub's ingenuity hit a new high when he designed bumper cards (above) to tell the citizens of Schenectady of the event. One of the outstanding factors in the promotion's success was guide posts (left) which led customers to all departments, increased related department buying.



4. The picture above shows a typical Central Market during the ten days of the promotion. The colorful, festive air made people want to buy—and buy more. Note the dominance of the “Post Recognized Values” theme, both in the store generally and at the actual point of sale (right).



Every department was brought into the promotion... given equal display attention. Post-advertised products were featured in the meat and produce departments, as well as in the grocery section. Significantly, all departments showed sales increases.

Why do “Post Recognized Values” make sales?

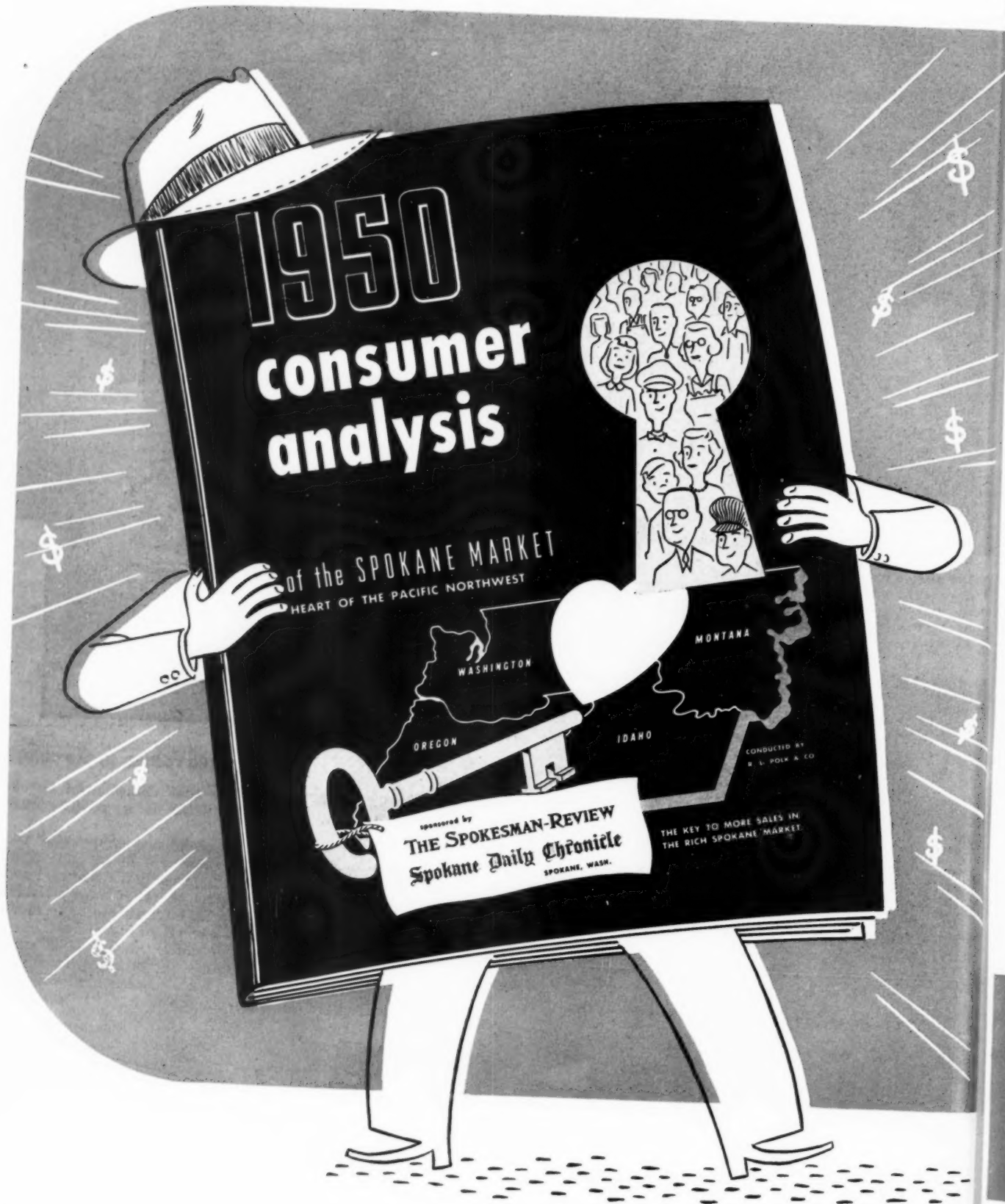
In a word, confidence—that comes from an old trusted friend saying “this is a good, honest product.”

Proof of the reader confidence enjoyed by the Post is seen in the results of a recent survey of readers of the four leading weekly magazines. Food buyers said they consider the Post most reliable, pay more attention to its advertising, have more confidence in products advertised in the Post.

Every product needs the extra “plus” of consumer confidence to bridge the vital gap from the shelf to the basket—a plus which the Post can give better than any other magazine.

THE SATURDAY EVENING
POST
America's greatest
merchandising medium!

Bulging With



Facts...

FOR MORE ADVERTISING AND SALES PROFITS!

The Spokesman-Review and Spokane Daily Chronicle

1950 Consumer Analysis of the Spokane Market

Ready now and bulging with facts, the 1950 Consumer Analysis of the Spokane Market will help you sell more consumer goods in one of the West's most responsive regions—the wealthy Spokane Market.

Conducted by the Market Research Division of R. L. Polk & Company, through personal interviews among urban resident families, this consumer study provides timely, reliable information on buying habits, products usage, brand preferences, ownership, and store distribution. Individual sections cover foods and beverages, soaps and cleaners, drugs and toiletries, appliances and general consumer goods. The 1950 Consumer Analysis will enable you to keep track of trends because the study is comparative and reports data for 1948 and 1949 as well as 1950. Furthermore, data are presented in a manner similar to that followed by newspapers making consumer studies of the market basket type. Thus you can compare product standings in the Spokane Market with standings in other cities in the nation.

Here's a study you can use now—a study which provides live consumer statistics you will use now and for months to come. Address your request to the General Advertising Division so that a copy may be reserved for you.



**RESERVE
YOUR COPY
NOW!**

THE SPOKESMAN-REVIEW

MORNING

SUNDAY

Spokane Daily Chronicle

EVENING

SPOKANE, WASHINGTON

Combined Daily

CIRCULATION

Now Over

150,000

81.84% UN-duplicated

Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago, Detroit,
Los Angeles, San Francisco. Color Representatives, SUNDAY SPOKESMAN-
REVIEW Comic Sections: Metropolitan Group.

JULY 1, 1950

SALES!



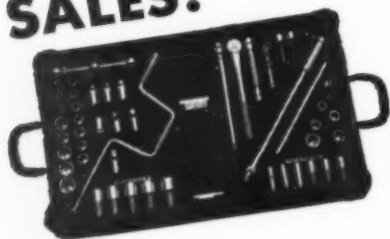
A good catalog at the point of purchase is a real sales-builder. When your catalog is loose-leaf — and covered with a Heinn loose-leaf binder, the prestige of your company is in trustworthy hands. Extra sales are yours.

SALES!



Your story at the point-of-sale is told exactly as you want it when you apply visual selling. Heinn Loose-leaf easel binders provide an excellent medium for telling your product-story to consumers. Retail selling needs strengthening.

SALES!



Showing samples at the point of contact gives added power to sales-facts. Heinn Custom Made Sales Pacs offer a convenient way to carry—and present—your samples.

ADD POWER to Your Selling

With selling becoming more competitive every day, it is necessary to take every opportunity to gain a strong, competitive advantage. Let us show you how Heinn sales equipment helps you do a better selling job. Write us today.

THE HEINN COMPANY
326 W. Florida St. • Milwaukee 4, Wis.

HEINN
MILWAUKEE



ORIGINATORS OF THE "Loose Leaf" SYSTEM OF CATALOGING

The Scratch Pad

BY T. HARRY THOMPSON

On this date, I invariably think of a jingle I wrote for Life Savers when national prohibition reared its ugly head just around World War I: "On the First of July when the country goes dry, oh where may a thirsty man go? Why licorice flavor will prove a Life Saver; there's 'licor' in 'licorice,' you know!"

Sticky stories can make a cinema bum.

As a 1947 Buick-owner, Merle Ostrom, general manager of the Stroudsburg *Daily Record*, says he's damned if he likes the buck-tooth radiator-grille on the new cars.

Jack Lutz calls our attention to a Pepsi-Cola card on the sides of buses, reading: "More Bounce." What rider wants more, he asks?

In Who's Zoo, the peccary is an animal that got to the top by making a pig of himself.

PARTISAN: One who believes the chauvinism must go on.

In case you're asked on a quiz-program, a "kytoon" is a baby blimp . . . part kite and part balloon, invention of a French-Canadian ex-flier.

Seeking to reverse the process, the GOP is still looking for a baseball that will throw out the first President.

"12 billion dollars . . . and you!" was the title on a broadside ballyhooing *The New York Times* annual Summer vacation-section dated June 11. Vacation is big business today.

Commenting on our crack here that the usual "Men Working" sign needed a postscript: "But Not Too Hard," R. F. Mayer, ad mgr. of Owatonna's Federated Mutual, says a man of few words would handle it this way: "Men Working?"

R. P. Trubey, who edits "The Overflow" for the Upjohn Company, shares our distaste for carrots, and sends a nice supply of Unicaps, "a better source of vitamin A," and, he postscrips, "you don't have to hoe and water 'em, either!" Thanks, R.P. Wasn't it the lion and the Unicap who were fighting for the crown?

HEADLINE PARADE

Is your money in dead storage? — *Bache & Co., investments.*

Hospitality a smile wide.—*Hotel McAlpin.*

He feels like a million-airessedale! — *Pard Dog-Food.*

Pension Tension. — *Column-head in "Pathfinder."*

The widow had a gun.—*Story in "The American Magazine."*

Are your buildings safe to leave outdoors? — *Article in "Successful Farming," spotted by Gene Brown.*

The man with tomorrow in his pocket.—*The Prudential.*

Senator Tobey makes the silliest charge we've heard yet; namely, that the telephone company aids bookies by letting them have service. Must a firm police its customers?

Inflation note: *Dime Detective Magazine* is now a quarter.

At the moment of romping to press, we haven't discovered what the bakers accomplished by reducing the hole in the doughnut by one-eighth of an inch.

Memo to Amos 'n' Andy: Any newspaperman will be glad to explain to your writers that the electric chair is not exactly comedy-material.

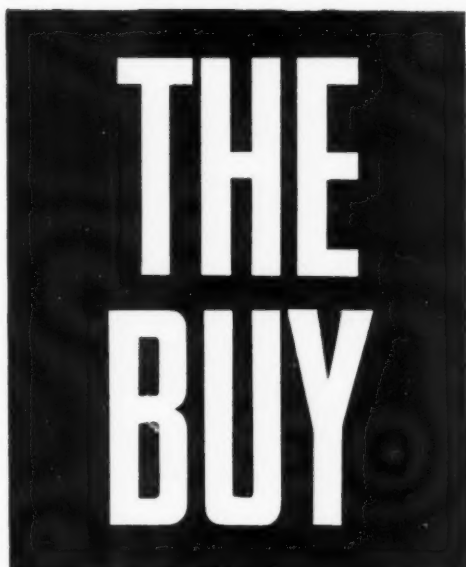
So far as helping drivers at bad intersections, blinkers are stinkers.

Footnote: "I ain't just got corns; I got roasin' ears!" ad-libbed by Dorothy, our chambermaid.

PLAGIARISM: Shear gall.

SALES MANAGEMENT

Keep your eye on...



During the first five months of 1950,
the World-Telegram and Sun
was first among all New York
weekday newspapers in
Full-Run Display Advertising!

- ✓ **FIRST in DISPLAY lineage**... leading the second paper by over 700,000 lines!
- ✓ **FIRST in RETAIL lineage**... with a gain of more than 1,300,000 lines!
- ✓ **FIRST in DEPT. STORE lineage**... more lineage than the next 2 papers combined.
- ✓ **FIRST in GENERAL lineage gained**... with a gain larger than that of any other New York weekday paper.
- ✓ **FIRST in New Passenger Car lineage**... leader over all N. Y. weekday papers!

• Source—Media Records. All figures are for full-run advertising. The circulation figure of 612,468 is the 5-day average (Monday through Friday) for the period January 5 to March 31 inclusive.

✓ IT'S ***The Buy***
FOR SELLING NEW YORK!



612,468 ...

home-going New Yorkers are now buying the *World-Telegram and Sun*—first-class evidence that it should be the *top buy* for selling the New York market!



New York World-Telegram
and
The Sun

A SCRIPPS-HOWARD NEWSPAPER

125 BARCLAY STREET, NEW YORK 15, N. Y.

Or contact the nearest Scripps-Howard General Advertising Office in Chicago • San Francisco • Detroit • Cincinnati • Philadelphia • Fort Worth

JULY 1, 1950

What families find
between the covers of this,
the nation's largest farm magazine,
makes it
the largest of **ALL** magazines
where half the consumers
of America live!



When a man buys a kiss at a charity-bazaar, it's a sort of chartered buss.

Acres of Diamonds Dep't: The armed forces are shopping for 5,649,000 pounds of applesauce. The item is datelined "Washington"!

Back there in May, National Doughnut Week was celebrated by the nation as a hole.

Britain's Labour-pains give birth to more austerity, gasoline excepted.

Ballplayers are cheaper by the score.

Wonder if a speaker at a long-shoremen's meeting ever asks from the rostrum: "Is there a docker in the house?"

A retired horse, you might say, is in his hay-day.

An automatic aircraft disinfection-device is being tested. To get the bugs out of it, obviously.

Strictly Corn Dep't: A ghost writer gets phantom-mail, and a mortician wears crêpe soles.

Lizzie Borden, revised: Uncle Samuel grabbed a tax and gave the housewife forty whacks; and, when he saw what he had done, he gave her husband forty-one.

Where, I wonder, do Bermudians go for *their* vacations?

"Temporally occupied," reads a home-made sign in a swanky new suburban apartment. We see what you mean, Bud.

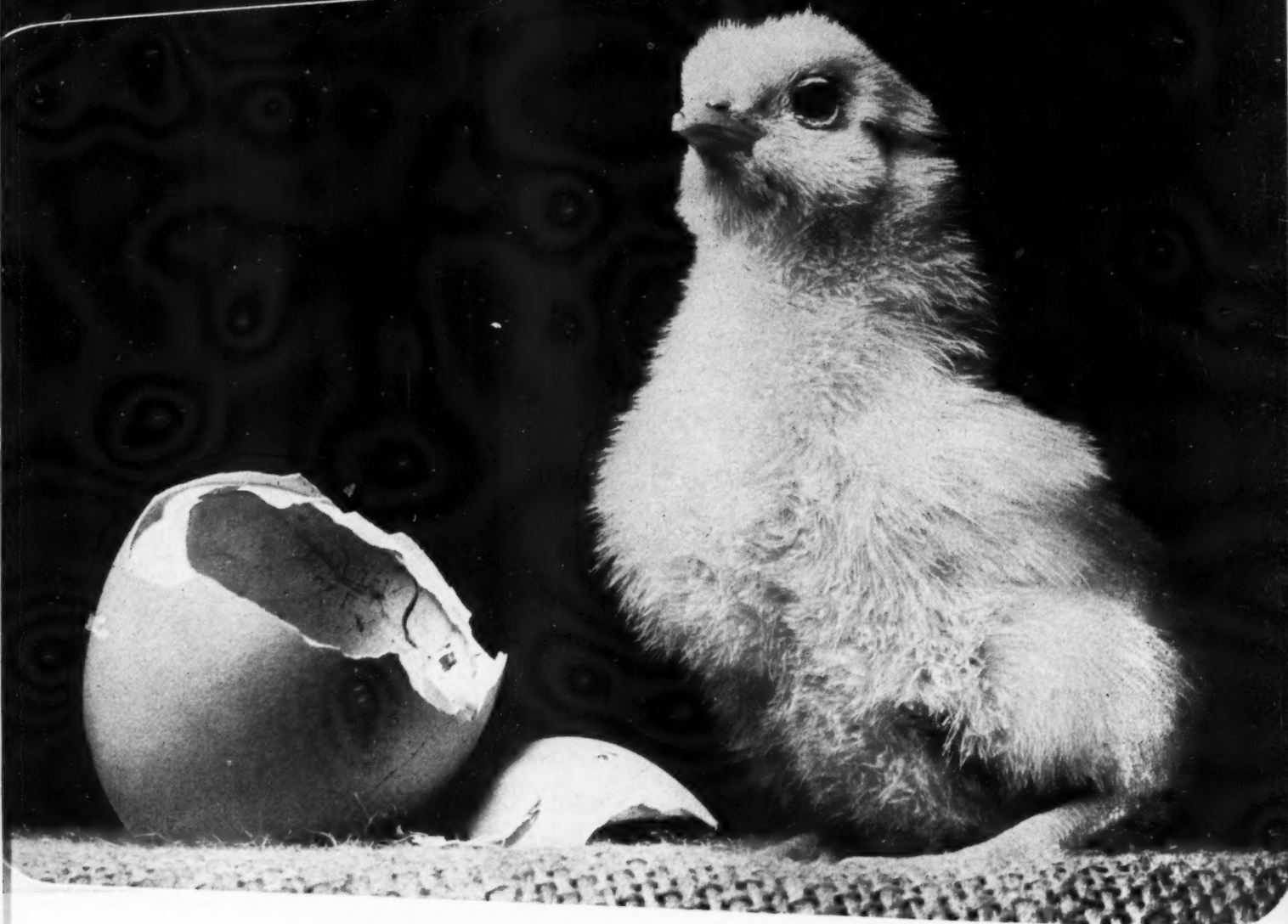
Around our town, there's a rash of that raspberry-colored, luminous paint that glows like Neon, even in the daytime. The answer to a sign-painter's prayer.

With a few deft strokes of the pen, a commercial artist can make a state-room on the Albany night-boat look like the bridal suite at the Waldorf.

Production of perfume and toilet-water is being doubled in the Soviet Union this year, but the rest of the world will continue to hold its nose.

SALES MANAGEMENT

CONTRAST . . . for Lifelike Quality!



**COMPARISON PROVES YOU GET
THE FINEST 16mm Projection with the**

RCA "400"

Compare THE PICTURE! Screen images are more realistic because the light output of the RCA "400" produces the greatest range in contrast between the brightest highlights and the deepest shadows. Pictures are clear and crisp to the corners and edges of the screen . . . they are steady and sharp under the largest magnification.

Compare THE SOUND! You'll hear voices, music and sound effects reproduced with the dramatic realism and tone shadings of theatre-like sound.

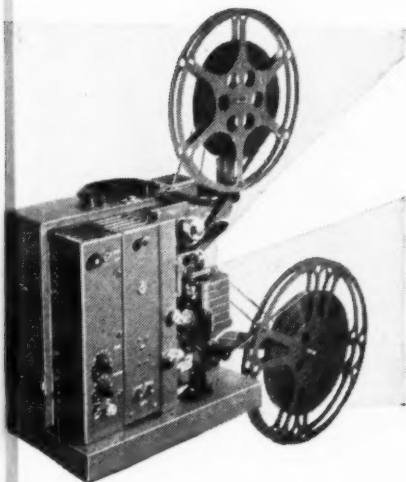
Compare THE QUALITY! The RCA "400" is a precision-made projector, specifically designed to give years of dependable service at the professional show level. It meets all the requirements for school and church class-

room use, as well as the needs for mobile showings of films by business, industrial and civic organizations.

The RCA "400" is your best buy! Add to these features—simplicity of threading . . . ease of operation . . . portability . . . maximum protection to films—and it's plain to see why the RCA "400" is the finest 16mm projector you can buy at any price. We'll be glad to send you illustrated literature and name of your nearest dealer. Write Department 79G.

RCA "400" JUNIOR. *The only single-case standard 16mm sound projector of fully professional quality.*

RCA "400" SENIOR. *Provides theatre-quality reproduction of 16mm sound and pictures for larger audiences, auditoriums or larger rooms.*



First in Sound... Finest in Projection



VISUAL PRODUCTS

RADIO CORPORATION of AMERICA

ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N. J.

In Canada: RCA VICTOR Company Limited, Montreal

YOUR INVOICE
PREPARED HERE

SALES ANALYSIS CARDS
PUNCHED AUTOMATICALLY HERE



"Free ride" to profit-building sales analysis

Here is a method you can use to increase your sales *fact* power... a method that will bring you greater sales volume, higher profits... a method made possible by the incredible speed, accuracy and thoroughness of punched-card sales analysis.

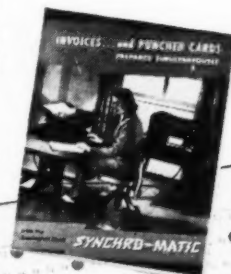
Any breakdown you want—any summary or comparison by product, customer, salesman, territory or other factor—can be yours daily with Remington Rand Punched-Card Machines. And all with an amazing minimum of clerical work! Use Remington Rand's exclusive Synchro-Matic method and your sales analysis cards are prepared *automatically* as a by-product of invoice writing, by a punch that's electrically synchronized with your billing machine! You save the cost of a separate, time-consuming clerical operation. It's just like getting a free ride!

With Synchro-Matic you *know* you have identical information, both numerical and alphabetical, on your invoices and punched cards. The rest is just as easy. Your cards are machine sorted at the rate of 25,200 sorts per hour... machine accumulated at the rate of 6000 per hour... to produce any and all sales analysis reports you need as a basis for profit-building decisions.

It will pay you to get—right now—facts on Remington Rand punched-card equipment, the only machines you can rent, or, if you like, *buy* for a still lower equipment cost over the years.

Free—information folder on Remington Rand's exclusive Synchro-Matic. Ask for copy of TM663 by phoning locally or writing on your business letterhead to Management Controls Reference Library, Room 1976A, 315 Fourth Ave., New York 10, New York.

Copyright 1950 by Remington Rand Inc.



you can have
REMINGTON RAND
Punched-Card Accounting
for less than **\$100⁰⁰** a month

post is a stick in the ground



but Post is a newspaper



Yes . . . a capital initial changes the meaning of a stick in the ground (or an army station, or a dispatch of mail) to the name of a newspaper. It's the same way with Coke. Spelled with a capital "C," it means Coca-Cola and nothing else.

So, whenever you have occasion to refer to Coca-Cola by its friendly abbreviation, Coke, the capital initial keeps your meaning clear—just as the upper-case initial identifies the name of your paper or magazine.

We keep reminding you of this because it is very important to us. You see, Coke and Coca-Cola are our registered trade-marks, and good practice requires the owner of a trade-mark to protect it diligently.

* * *

Coke = Coca-Cola

Both are registered trade-marks which distinguish the same thing: the product of The Coca-Cola Company.

THE COCA-COLA COMPANY



What makes for sounder decisions?

THERE'S evidence galore—

—business decisions are sounder when they're based on *fresh current* thinking.

Look at the companies, small, medium, or large, that consistently rack up the best records. They seem to have one thing in common—a great ability to continually bring fresh current thinking to their business problems.

This doesn't mean that they constantly upset the apple cart.

It does mean that they frequently test the

SALES MANAGEMENT



oundness of past judgments in the light of
when day's needs. It does mean that if change is
called for they know when and how to make it.

When it comes to advertising and con-
sumer-sales problems, we like to feel that it's
to an advertising agency to be a continu-
fresh source of fresh current thinking for its
clients.

So we impress on our people that this is
their greatest responsibility.

And because they know they'll be judged

and rewarded on their ability to produce this
kind of thinking, they become unusually pro-
ficient at it.

Apply such thinking with judgment, and
you have an approach that Young & Rubicam
has used—and is using—to the advantage
of a lot of different products.

YOUNG & RUBICAM, INC.

Advertising • New York Chicago Detroit San Francisco
Hollywood Montreal Toronto Mexico City London

HELP YOUR SALESMEN HELP YOUR SALES

Your salespeople need and want SALES REVIEW. You can give them a test copy without cost or obligation. Write for details.

SALES REVIEW a monthly digest of the best articles, books and speeches about selling. Selected to benefit the man, improve his technique and enhance his value to your company.

SALES REVIEW provides a flow of selling ideas into your organization from fields other than that in which your salesmen work every day; information they would not otherwise see, condensed into a few minutes of valuable reading.

SALES REVIEW is quick and easy to read. Give your men the cream of selling information taken from hundreds of publications each month. They save time by reading only the pertinent matter condensed into short interesting articles.

SALES REVIEW is designed to be exclusively your magazine providing space for your company messages. Keep your sales force, your jobber or distributor sales people informed about your products, your advertising, or your sales promotion programs.

SALES REVIEW contains enough thought provoking material to make it serious reading and enough light or humorous material to relieve the monotony of the daily grind. Compare the cost of SALES REVIEW against any other program for keeping your men informed about selling generally and your products specifically.

● Write or wire

SALES REVIEW
417 N. DEARBORN STREET
CHICAGO 10, ILL.

● Phone for representative
Superior 7-5578, M. A. SHALLAT
PUBLISHERS DIGEST, INC.

WASHINGTON

Bulletin Board

WHITE HOUSE

► Since the war, the Administration has been obsessed with the question: Is this the time to worry about inflation or about deflation? The slowness with which advisors' opinions are collected thus far has caused bad timing of the decisions: The call for inflation controls in early 1949 was promptly followed by a mild recession; subsequent concern about depression was followed by a fast pickup.

At the moment, the economists through Government are starting to refer to the pickup as an "inflation threat," though the term is not yet to be found in any current Government document. But the Reserve Board staff, as well as staffs of other agencies, hold seminars, or otherwise canvass the issue. These points are noted:

1. Rises in prices of farm products, following declines in the past two years.
2. The tight market for building materials and equipment, which contractors again are hoarding.
3. Recent increases in plant investment.
4. Gains in personal income and employment.

One possible outcome may be some tightening of credit by the Reserve Board, along with attempts to persuade bankers to cut down on this or that kind of paper.

CONGRESS

► The great issue in Rep. Celler's probe into newsprint is whether there is a newsprint cartel centered in Canada, which is frequently charged. In trying to find out, the Monopoly Committee meets all these obstacles:

Complaints against the newsprint industry have come especially from various congressmen who are also publishers. They've kicked against the big papers and chains that own mills and forests. But before the hearings opened, the Committee staff established that the bigger papers entered the newsprint industry only in self-defence and not to preempt the

supply. However, differences in prices paid by different papers will be touched on. One result of the hearing may be a recommendation to the State Department to negotiate new treaties.

► It's safest not to bank on reduced excises until a bill has been signed by the President. At the moment, things look a little better inasmuch as the House Committee agreed to raise corporate taxes, thus offsetting the projected loss of excises. But a bill must pass the Senate as well as the House. Sen. George opposes higher corporate rates. It's said that no tax bill has passed in years to which George seriously objected.

► Here are some of the reasons why Buchanan's questions to big companies on various lobbying or public relations expenditures were asked in the first place and why they created such a stir:

The Lobbying Committee gathered, in its early hearings, that the most effective lobbying comes through influencing public opinion. Most of the lobbying money goes for that—including institutional advertising. So the question definitely arose: Should such institutional advertising be covered under the Lobbying Act?

The questionnaire asked for contributions made to several organizations, some of which have bad reputations among union members and others. One such organization directly gave the Committee the names of contributors, asking, however, that they be kept secret. It is this point that started tempers: Companies financing organizations that, justly or otherwise, are highly unpopular face public relations problems as the figures are published.

There seems, meanwhile, to be a good chance that the Committee will report a bill making companies report both contributions and institutional ad expenditures touching legislative matters. The latter is perfectly open, but publicity from Washington may seem to be a "smear."



It's from watching our sales chart. Been that way since we started advertising in The Des Moines Sunday Register!

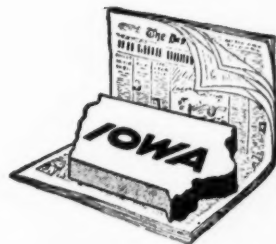
You've got to look up to Iowa for the unusual market it is. But you *don't* have to spend any time looking up the best way to cover it. That's The Des Moines Sunday Register.

Here's the story in a nutshell:

MARKET—Really 2 markets. Urban-wise it exceeds St. Louis, Boston, Cleveland, San Francisco. Farm-wise it has no equal. Total spending, 5 billion yearly!

COVERAGE—The Des Moines Sunday Register dominates in 86 of Iowa's 99 counties with 50% to saturation coverage. In no county does it have less than 25% coverage! The Des Moines Sunday Register has 500,000 plus circulation. Only 9 other cities have papers that big. It ranks with America's first 7 Sunday papers in general advertising linage.

LOGIC—Reach this big market—the *whole* state—in The Des Moines Sunday Register at a milline rate of \$1.57!



**PACKAGES A STATEWIDE URBAN
MARKET RANKING AMONG
AMERICA'S TOP 20 CITIES**

THE DES MOINES REGISTER AND TRIBUNE

ABC Circulation March 31, 1950:
Daily, 372,051—Sunday, 540,192



General Mills salesmen viewing film in projection room.

FILMOSOUND used by General Mills

THOMAS W. HOPE, Film Department, General Mills, says:

"We have used Filmosound projectors for many years in our projection booth and at many locations. A number of our salesmen use Filmosounds for showing films at sales meetings."

General Mills puts movies to work, using them very successfully in selling Formula Feeds, giving product information, expressing company policy and educating employees.

To be most effective, industrial films must be shown unobtrusively with maximum brilliance and with full, natural sound. That's why progressive leaders in American industry choose Filmosound.

Write today for more information on Bell & Howell projection equipment, precision-built for industry's needs, and for our new booklet, "Free Film Sources."

Single-Case Filmosound. Weighs only 35½ pounds—easy for your salesmen to carry. For 16mm sound or silent film. New Super Proval lens gives sharper pictures than ever! With 6-in. built-in speaker, \$399.50.

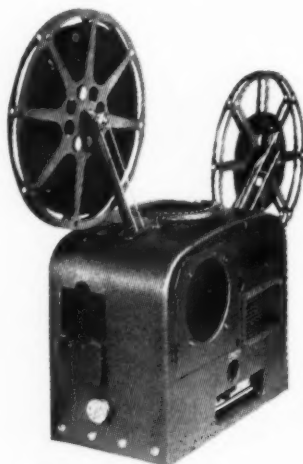
Guaranteed for life. During life of the product, any defects in workmanship or materials will be remedied free (except transportation).

You buy for life when you buy

Bell & Howell 7190 McCormick Road
Chicago 45, Illinois



Donald E. Lovell, operating Filmosound in General Mills projection booth.



COMMERCE

► Secretary Sawyer recently made an interesting speech on "Competition," the test of which, he said, should be whether buyers can find alternatives in the market or whether there is freedom to create alternatives. It puts "the consumer" in the center of anti-trust enforcement. In a way, to those watching these things closely, the idea is revolutionary: At present, practically all trust suits are based on business rivalries. Sawyer, it should be remembered, heads the President's committee looking into the monopoly laws. You can get his speech, "Competition" by writing the Department.

► In 1949, Department statisticians found major candy companies, selling widely advertised brands to the national market, showed lower volume, while middle-size companies, supplying limited territories, reported gains. There's no theory about why—freight rates or some other factor.

CENSUS

► Check on the accuracy of the Population Census involves re-interviewing 22,000 households.

► The Bureau is getting ready for the 1952 Census of Governments, which will cover about 150,000 local governments: 3,000 counties, 16,000 municipalities, 19,000 townships, 100,000 school districts, 8,000 special districts. Data will be useful to companies selling materials and equipment for local works.

► Sales managers who need finer breakdowns of Business Census data than published returns offer sometimes can get them from the Bureau—if they pay for the work. In big cities, for instance, you might need to know how much business was done in different neighborhoods.

FEDERAL TRADE COMMISSION

► Veto of the basing-point bill probably leaves the situation thus:

1. An individual company ordinarily can absorb freight.
2. If a lot of companies in the same line are absorbing freight to the same markets and arriving at like delivered prices, this can be taken as evidence of conspiracy.
3. It remains with FTC to decide whether a special discount "may" injure competition.
4. Whether a special discount to meet competition in "good faith" is okay is still before the Supreme Court.

The Editors of the United States

Pounce on ORIGINAL NEWS as published in

AMERICA'S
Class
NEWS MAGAZINE

a letter from Romeike—the world's largest press clipping bureau

“ U.S. News & World Report
Washington 7, D.C.

Gentlemen:

A check of our records reveals the fact that in the twelve months ending April 30, 1950, we have furnished you with a total of 6,045 press clippings representing that number of newspaper articles containing references to material originally published in U.S. News & World Report.

In the same period the magazine in the news and management field which had the second largest number was furnished with a total of 2,348 clippings.

In the same period, the magazine in the mass weekly field which had the largest number of clippings received a total of 3,953 clippings.

It is our estimate from surveys that the clippings we send represent about 55% of the material actually published in newspapers. In other words, the actual number of newspaper references to U.S. News & World Report . . . approximated 12,000 in the twelve months period.

”

Your advertising dollar works full time when your products and services are
advertised next to the widely quoted

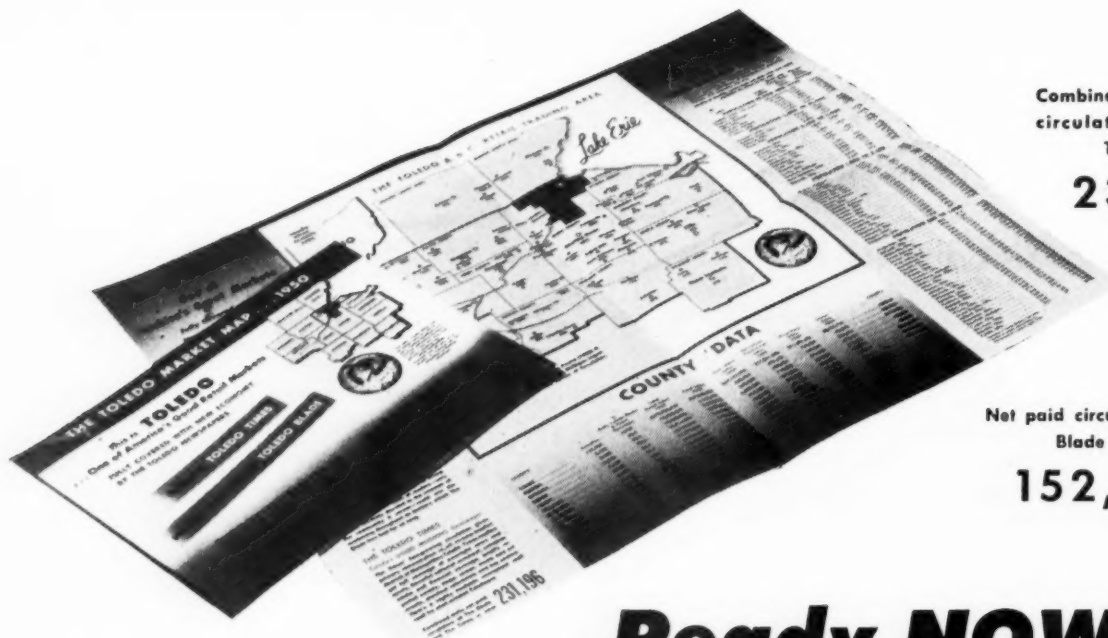
ORIGINAL NEWS

which is *first read* by more than 1,000,000 very important people each week in

U.S. News & World Report

WASHINGTON

Circulation guarantee 350,000



Combined DAILY net paid
circulation of Blade and
Times is now

231,196

Net paid circulation Sunday
Blade June 4

152,723

Ready NOW!

BLADE and TIMES

1950 TOLEDO MARKET MAP

A wealth of data . . . Including

Number of families by counties
Percent of Blade and Times coverage
Total Retail Sales — 1949
Food Sales — 1949
Gen. Merchandise Sales — 1949
Drug Store Sales — 1949
House Furnishings Sales — 1949

Listing of Individual Cities and Towns
in the 12 Ohio counties and 2 Michigan
counties including population, Blade
and Times circulation, and percent of
coverage.

**Also a Comparison of Ohio's 8 Major
Markets with population by families
and breakdown of sales.**

The current edition of this lively, useful
and informative map-folder contains the
latest authoritative data on the Toledo 14-
County Retail Trading Area, Ohio's Double-
Value Market.

The continued circulation growth of
The Toledo Newspapers will make this in-
formation of special value to advertisers
appreciating the sales potential not only of
metropolitan Toledo but of the surrounding
trade area.

We'll be happy to send one or more
copies on request.

**TOLEDO BLADE
and TOLEDO TIMES**

REPRESENTED BY MOLONEY, REGAN & SCHMITT, INC.

WHEN



YOU THINK OF FISHING
THINK
OF

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SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending July 1, 1950

BUSINESS IS STILL BOOMING

Of course there are exceptions in lines and areas but most of the figures point up. Prices are rising. BLS statistics show that the average price of all farm products (index number) reached a low of 237 in December and now has rebounded to approximately 260. Averages for all commodities, other than farm products and foods, are steadier but have been edging up since November.

At the second annual business conference of the Sales Executives Club of Northern New Jersey and the School of Business Administration of Rutgers University, Dr. Garfield Cox, Dean of the School of Business, The University of Chicago, said: "*Business so far this year has been better for business than it has for business forecasting.*" . . . The businessmen and economists who spoke at that meeting, including Leon Keyserling, Chairman of the President's Council of Economic Advisers, were in general agreement that the second half of 1950 would continue good and that in 1951 we would have relatively stable commodity prices and a Federal Reserve Board production index averaging at about the 1948 level of 190. The low in last year's recession was 161.

Most of the speakers justified their optimistic forecasts by stressing the antidepression-measures of the Government. Have we planned—or stumbled upon—a recipe for insuring continued prosperity? Your editor may be accused of being old-fashioned when he raises a skeptical eyebrow.

Our business history since World War I shows that sharp declines in the economic picture always have been preceded by an almost unanimous expression of opinion that no such decline could or would develop.

The same kind of people—company brass, economists and Government officials—were the great optimists in 1920, 1929 and 1937.

TOO MUCH ON CREDIT?

At a recent meeting of the American Industrial Bankers Association, an officer of the Bank of America said: "Despite the alarmists, there is not too much consumer credit. Americans are not fools who rush headlong into debts they cannot pay. We as bankers could perform a great public service by killing, once and for all, the frequently recurring myth that consumer credit is reaching dangerous proportions."

Folks around the country are buying cars with three years to pay. People are purchasing houses with 30 years to finish the payments. At the end of April consumers

owed \$19 billion to department stores and other retailers, finance companies and banks, and that doesn't count the nearly \$40 billion they owe on non-farm home mortgages.

Retailers are caught in a vicious circle. Those who believe consumers are buying too much on the cuff are afraid to put the brakes on because they would lose business to competitors. One prominent store official said: "We all seem in favor of shorter repayment periods but none of us wants to be the first to start it."

One Mid-West appliance dealer, as reported by *The Wall Street Journal*, offers to take any appliance from an old lamp or hand iron to the family washing machine as down payment on any TV set in the house. "We'll even take old razor blades."

GI's are rushing to buy homes to beat the deadline of October 20, when the provision that permits combined GI-FHA home loans will die. Sellers are willing and in many instances ask no down payment. Many a GI has found that it takes less cash to buy a house than a car.

Offsetting—to some extent at least—the bad implications of this credit boom are such factors as high employment, high wages, high savings (but not with those people who are using the easy credit) and gradually rising prices. The outstanding retail credit total as a percentage of total retail sales is not yet quite as high as it has been in certain periods of the past—but it is getting there fast.

One thing is certain: Whether or not outstanding credit is rising to really *alarming* proportions, we are in the period when competition with other industries is more important than the competition within a given industry. The shoe manufacturer isn't competing with other makers of footwear to nearly the same extent as he is competing with General Motors, RCA Victor, General Electric and U.S. Gypsum Co.

How can he meet that competition? Only by making his shoes seem more desirable, more necessary.

That calls for better selling, more and better promotion.

NEXT YEAR'S ADVERTISING

Recently released estimates of 1949 advertising expenditures compiled by Dr. Hans Zeisel of McCann-Erickson, Inc., and appearing in *Printers' Ink*, show we spent 3% of the amount paid by consumers for goods and services.

The pre-war pattern in "good" years was 4% for advertising, but during the war years, when there was little

to sell, and rigid paper restrictions, expenditures were reduced to a point not much above 2%. Many advertisers who base their expenditures on the number of units sold, or dozens, or cases, have left the amount relatively unchanged despite the fact that the consumer price may have doubled.

The averages for the last half of this year and for 1951 may be as good as the general optimism implies, but with more and more of the national income being converted to consumer durables, the makers of other goods and services should expect a highly competitive 18 months, and it would seem a wise and prudent move to spend more on advertising and sales promotion expense and, particularly, to base expenditures on *needs*, rather than on some arbitrary and artificial percentage of sales or an inflexible amount per unit.

"I CAN GET IT FOR YOU WHOLESALE"

In his talk before the United States Trade Mark Association, W. Paul Jones, president, Servel, Inc., said: "It is unfair to ask dealers to serve as display centers for those who plan to do their shopping somewhere else. Yet this is precisely what manufacturers do when they abdicate their responsibility for a retail price policy. Failure to keep pace with dealers in this important respect is no policy at all. . . . We feel so strongly about this at Servel that we have even made arrangements to have our employees buy our products only through regular channels of trade. We never want to be a party to creating the illusion that the cost of stocking, selling and servicing a product is one that can be eliminated without impairing the full service value of the product sale. Those who represent that they can sell trade-marked products to consumers at wholesale encourage this illusion—and when a trade-mark owner does so, either with his own or other merchandise, he does it to his own ultimate detriment."

THE FUTURE SALES TREND

A year and a half ago most business economists were cautious to pessimistic, with many of them predicting a recession that might well run into the proportions of a depression.

At the same time the SALES MANAGEMENT Future Sales Ratings predicted "no change to a small decrease" from the record-breaking 1948 totals.

The SM jury of more than 300 economists, editors, marketing and research men under the direction of Peter B. B. Andrews deserves applause for almost hitting the bull's eye, for final figures show that business was off less than 3%.

In the preliminary (January 1, 1950) quarterly rating, the jury made predictions on more than 100 industries, and the final check-up shows that the batting average was .849, slightly up from the percentage of .841 attained in 1948.

Predictions for the coming quarter and full year will be found in this issue, page 100.

SIGNS OF THE TIMES

In California the First National Bank of San Rafael has opened an Auto Bank, where depositors can make deposits, cash checks without getting out of their cars. Talking points mentioned are "no parking problem, no standing in line, no weather worries, no need to dress up, no risk from carrying money on the street."

Another sample of the onslaught of progress is a page ad in *Life* on the new "Tiny Tears" doll. "She cries, weeps big wet tears that well up in her eyes and roll down her cheeks. . . . She also sleeps, drinks her bottle, wets her diaper, blows soap bubbles and can be bathed."

Philip Salisbury
Editor



The Business Trend for May 1950 increased by 6 points, reaching a level of 241. Substantial increases in both component parts, New Orders and Business Spending, accounted for this rise which brought

the Business Trend to the highest level since December 1946.

A further increase to about 249 is expected for June, since both New Orders and Business Spending are continuing their increase.

Top Sales Job in a Big Company: Is It Too Big for One Man?

Based on an interview by A. B. Ecke with

JOSEPH G. NOH

Chairman, Marketing Committee, Sterling Drug Inc.

Sterling Drug has a 12-man Marketing Committee that functions as a unit in policy-making. It gets to the heart of management wastes, gets things done with purpose and direction, achieves a sane coherence between divisions.

Sterling Drug's Marketing Committee is made up of 12 top sales chiefs from the company's domestic and Canadian divisions and subsidiaries. Their job is to unify and activate management by recommending any changes or additions to policy which will contribute to more profitable sales. Since 1945 they have studied hundreds of projects and have effected constructive economies in distribution.

Mr. Noh gives the first glimpse ever permitted of how Sterling's Marketing Committee functions, who are its members, and some of its achievements during the five years it has been in operation.

Battery of Human Implements

"But first," Mr. Noh insists, "you must picture the Marketing Committee as just one machine in a battery of human implements assembled by an organizing genius and stimulated to continuing action to help in the management of what would otherwise be a bewildering mass of cross purposes and inefficiencies.

"When you read that Sterling Drug's net profit from operations for 1949 was \$13,006,961 as compared to \$12,721,610 in 1948 or that sales of medicinal preparations, Sterling's major field, have reached a new high, put it down to an organizer at work."

Sterling Drug divisions and subsidiaries represent a large selling organization whose total sales for the 10-year period, 1938-1948, were over \$800 million.

There are eight active domestic divisions: The Bayer Co., The Centaur-Caldwell, The Cummer Co., The Hilton-Davis Chemical Co.,

The Charles H. Phillips Co., The Sterling Products, Sterling-Winthrop Research Institute, The R. L. Watkins Co.

Important domestic subsidiaries are American Ferment Co., Inc., George A. Breon & Co., Cook-Waite Laboratories, Inc., General Drug Co., The John Puhl Products Co., Salvo Chemical Corp., Sterwin Chemicals, Inc., Winthrop-Stearns, Inc.

There are 24 foreign subsidiaries in all parts of the world. Five domestic subsidiaries operate in foreign countries: two Sterling Products International, The Sydney Ross Co., The Sydney Ross Company of Colombia, Winthrop Products, Inc.

The Marketing Committee was the second standing committee to be organized by James Hill, Jr., president of Sterling Drug, to "unify and activate management of Sterling Drug Inc." The first one was the Operating Committee which is comprised of operating heads of the various divisions and subsidiaries who advise with Mr. Hill in determining basic operating policies. Other committees organized since then are:

Production Committee whose job is to carry on a continuing study of plant capacities and facilities, new machinery and equipment, production efficiencies and economies.

Purchasing Committee to effect buying unification and enhancement.

Control Committee to review and compare techniques and to set standards and methods of safeguarding the quality of products.

Finance Committee to effect standardization of accounting procedures,

exchange of credit information, and study new and improved methods of statistical economy.

The role of these committees in the conduct of Sterling's affairs is perhaps better understood when it is realized that the divisions and subsidiaries of the company operate as separate businesses. Sterling centralizes operations, such as research and finance, where in the opinion of management it is desirable to do so. On the other hand, it has no general sales manager to direct and oversee its sales which in 1949 were \$133,032,517. One of the country's leading national advertisers, it nevertheless has no general advertising manager, nor has it a director of production to supervise the operations of its 50 plants in the United States and elsewhere throughout the world.

How the Committees Serve

Sales, advertising, production, administration and the other functions of the more than 50 businesses that comprise Sterling are exercised by the appropriate persons in each business unit, working under the direction and supervision of top management.

The various standing committees serve a most useful role in giving the opposite numbers in each of the divisions and subsidiaries the opportunity of periodically getting together to exchange experiences and ideas and to examine, collectively, suggestions and proposals relating either to a specific division or subsidiary, or to several of them or all of them. Thus, the question of salesmen's expenses, for example, is a matter which affects all of the sales managers, while a new package design for one product will affect just that item, although it will be submitted to the Marketing Committee for comment and suggestion.

Each committee holds its own meetings regularly, and then a joint meeting is held once a year. Each committee of course is important to the company as a whole . . . but to the Marketing Committee goes generous

credit for steering and bringing about changes in policy and practice to "unify and activate the management." These sales chiefs turn their telescopes and peer ahead on hundreds of projects for continuing study.

The first meeting of the Marketing Committee was called by Mr. Hill in November 1944 during World War II. Said he: "I want you to begin thinking now of postwar problems as far as sales are concerned. The function of the Marketing Committee will be to discuss problems that now exist and that will arise in the future; to present any suggestions to the heads of the various divisions affected, and to recommend to the management of Sterling Drug Inc. any steps deemed advisable—steps which would warrant changes or additions to policy."

The first official meeting of the Marketing Committee was held in January, 1945. Many of the members of the first committee are still members. The first chairman, Stanley I. Clark, now a vice-president of Sterling, has been advanced to membership in the Operating Committee.

Who Are the Sales Chiefs?

These are the present Committee members and the companies and divisions they represent:

Alfred J. Burns, vice-president, The Charles H. Phillips Company Division; J. N. Cooke, vice-president, The Cummey Company Division; C. B. Drolsbaugh, vice-president, George A. Breon & Co.; R. E. Gray, vice-president, The Centaur-Caldwell Division; J. M. Hawkins, president, American Ferment Co.; Nelson S. Knaggs, vice-president, The Hilton-Davis Chemical Company Division; Stanley Kord, vice-president, John Puhl Products Co.; Vernon W. Rooke, Jr., vice-president, Cook-Waite Laboratories; R. L. Steenrod, vice-president, The Bayer Company Division; F. A. Tilston, vice-president, Sterling Drug of Canada Ltd.; D. H. Williams, vice-president, The R. L. Watkins Company Division, and Mr. Noh, the present chairman, vice-president in charge of sales, Winthrop-Stearns, Inc.

Each year Mr. Hill appoints a new presiding officer. Following Mr. Clark to take their turn at the chairmanship were Messrs. Burns, Cooke, Williams, and Hawkins.

Mr. Noh, present chairman, defines marketing as "that which pertains to the movement and sales of products from the time they leave the production lines until they are purchased by the ultimate consumers."

This definition, he points out, puts before the Marketing Committee a large number of projects to study and put in operation.

"More than 1,000 different products and scores of different marketing methods are involved," Mr. Noh points out. "First, let me stress a very important result of the early meetings of the Marketing Committee. We got to know each other and our products and methods of marketing them. Under Mr. Clark's chairmanship part of the meetings were given over to presentations by the various representatives: their company histories and operating methods. There was also a program for visiting the different manufacturing plants involved."

They Give and Take

"Sharing information has proved its worth sales-wise. We have learned how much we have in common and how much we can give each other—and to the organization as a whole. As we who are on the Marketing Committee broadened our knowledge of Sterling's divisions and subsidiaries and their products, we appreciated how helpful this knowledge would be to everyone in the Sterling family. Therefore, the first problem put before the Committee in the early days was to find a way to impart this knowledge all down the line—to 5,580 Sterling Drug employees in the United States, 12,900 throughout the world. The company accomplished this by writing 'The Sterling Story' for distribution among all our employees."

The Sterling Story goes back to 1900 when Sterling began, and step by step it unfolds its growth on up to the present time. It describes all products put out by the company and gives the histories of each division and principal operating subsidiary. It's a detailed picture of Sterling around the world.

After spreading the Sterling story to all employees, the Marketing Committee proceeded to increase the knowledge of all Sterling employees of the different leading products produced by the various divisions and subsidiaries. This was accomplished by assembling gift packages containing brand-name items and presenting them to each employee on the anniversary date of his or her individual employment. In addition, sampling campaigns of new or established products to stockholders were instituted with outstanding success.

Having told the Sterling story to all employees and stockholders, the Marketing Committee of course

turned to the Sterling salesmen. There are more than 1,000 of them. "They knew their own divisions and subsidiaries and products," Mr. Noh explains, "but they were dangerously in the dark as to what other sales members of our large family were doing. Our first major study was to find out what to do about that."

This problem was worked out with a thoroughly indexed "Reference Manual for Sales Representatives." The primary purpose of it is to correlate all sales activities of the different divisions and subsidiaries, to classify the products and to make available, in easy-to-read form, information important for salesmen to know when dealing with customers of Sterling products other than those they are personally selling.

The Manual first lists the directors and officers of Sterling Drug Inc. and the presidents of subsidiary companies.



STERLING'S PRESIDENT JAMES HILL, JR.:

"... The function of the Marketing Committee will be to discuss problems . . . and to recommend any steps which would warrant changes or additions to policy."

After that there is produced this letter from Mr. Hill:

You are a field member of Sterling Drug Inc., and as such are vitally interested in its continuing progress.

Officially, you may be a salesman, detailman, or technical service representative, but actually you are the contact between the Company and its customers.

Because you meet the people who buy our merchandise, you see and hear the things in which we are interested. You are the "eyes and ears" of the Company, and we want to learn, through you, all information you obtain concerning the Company's welfare.

We cannot ask for this unless you have an intimate knowledge of our Company. You have been given a booklet,



THE SALES CHIEFS who make up Sterling's Marketing Committee turn their telescopes to peer ahead on hundreds of projects for continuing study.

"The Sterling Story," and I trust that you have read it—for it tells the history of Sterling from inception to present-day status.

In your position, you will often be asked for information concerning the Company which naturally does not appear in "The Sterling Story." This general reference manual for Sterling salesmen explains our corporate structure, location of offices, warehouses, plants, etc. It contains a complete index of all products made by our many divisions and subsidiaries.

With the knowledge contained in this general reference manual you can intelligently answer the many questions about Sterling that will be asked of you by your customers.

The contents of this manual will help you to realize that, besides yourself, there are hundreds of other Sterling representatives on the road; not in competition with you, but actually "cousins" interested in the same company success and prestige that all of us collectively are striving for.

The Projects They Study

The Reference Manual for Sales Representatives wrapped up and delivered, the Marketing Committee started its continuing studies of other projects. Here are a few of them:

Packaging: The Committee early agreed that a good package must accomplish seven purposes: (1) It must provide protection and proper capacity for the product; (2) the product must be carefully and quickly described in accordance with all legal requirements; (3) the package must be convenient to use; (4) it must

have visual attractiveness; (5) it must have "merchandiseability"; (6) it must have prestige; (7) it must be as unique as possible in its trademark.

Working in cooperation with the Purchasing Committee during the past four years, the Marketing Committee has modernized, according to these standards, practically all of the thousands of packages in which various Sterling products are merchandised.

But the Committee hasn't stopped there. Its job is to have a continuing study of packaging, to effect further improvements.

Display: Developing better methods of displaying Sterling products is an important function of the Committee. The continuing study includes displays not only for retail stores, but for conventions attended by important customers served, such as members of the National Wholesale Druggists Association, the Federal Wholesale Druggists Association, the Associated and Affiliated Chain Drug Stores Association.

Attendance at Conventions: The Committee has worked out a carefully organized plan for profitable attendance at conventions, of groups such as those mentioned above. In its continuing study it has also undertaken a review of all conventions attended by representatives from various divisions and subsidiaries of Sterling and the expenses incurred.

Vice-president of The Cummmer Company Division, J. N. Cooke, is chairman of a sub-committee in charge of the project. The study has revealed that huge sums of money were spent on entertainment of customers and prospective customers—without any record of results. The Committee therefore has recommended to the Operating Committee that the number of conventions to be attended should be limited.

Business Comes First

Conventions considered worthy of coverage are now attended in an organized manner. A pocket-size booklet, "Accounting," is prepared for each member firm planning to attend a convention. This provides each customer with a complete record of his purchases from the various Sterling divisions and subsidiaries: by products, for two consecutive comparative 12-month periods. Included is a percentage-wise comparison with competitors in his own area. The booklet is illustrated and provides other important information about Sterling's business.

Special Sterling representatives are selected to attend each convention. A set of instructions is sent to each representative. He is advised about the planned activities and is supplied with the names of the customers he is to contact at the convention. He is told that it is his responsibility to bring these delegates to the Sterling

suite or booth and to discuss with them the "Accounting" booklet and any other problems which may arise. Emphasis is placed on planned business sessions rather than on entertainment.

Reactions from customers have been enthusiastic, Mr. Noh says, proving to the Marketing Committee the value of offering something more than entertainment . . . which he feels usually dominates most manufacturers' contributions to conventions. As evidence of customers' enthusiasm here are a few of the comments received by Sterling:

"You are one of the few manufacturers in my experience to offer a good reason for attending conventions . . ."

"It is always difficult to know how to make these conventions produce results. You seem to have found a very good answer . . ."

"I want to compliment you on the most efficient handling of a convention problem that I have ever seen . . ."

"Until this convention we had no conception of Sterling's various divisions and subsidiaries and the important volume of business transacted between us . . ."

Salesmen's Personal Expenses: In marketing any product they are very important, Mr. Noh emphasizes. Since 1947 the Marketing Committee has been analyzing salesmen's personal expenses. These expenses are entirely separated from all expenses pertaining to automobiles because the Committee has come to the conclusion that they are two separate studies and should be considered as such.

An exhaustive analysis was made, separating the time spent by each salesman in his headquarters city where expenses are low compared with expenses out in the territory. The study has revealed the actual cost per day, less salary and automobile expenses, to maintain a salesman in a given territory. The breakdown has been made by divisions and finally for Sterling as a whole.

To accomplish this, Mr. Noh explains, the total number of meals eaten, number of nights spent in hotels and the average amount of tips per day were compared with the total cost of each classification. The original study for 1948 involved the expenses of 512 salesmen, and the original analysis covered a total of 44,000 man-days worked. Of this total, approximately 30,000 man-days were spent in headquarters cities, while 14,000 man-days represented time in the territory. "Naturally, costs vary throughout the United States," Mr.

Noh points out, "but we are able to determine what expenses can be anticipated."

As a result of the study, the Marketing Committee has reported to the Operating Committee that traveling expenses of all Sterling representatives coincide with the average increase in cost of living. "According to the latest United States Department of Labor figures," Mr. Noh points out, "and based upon a factor of 100% at the pre-war level year 1939, our salesmen's daily personal expenses increased 50% as compared with the general increase of approximately 70%."

Through this continuing analysis of monthly expense reports, the Sterling sales divisions are now able to reduce expenses by comparison. Individual salesmen who are excessive in the amounts they charge for hotel rooms and meals are notified to take immediate steps to curtail their expenses. "Padding expense accounts," says Mr. Noh, "is no problem with us for we now feel that expense accounts submitted by all sales representative are close to being the actual amounts of money spent each day. Our analysis has proved very valuable and is considered a continuing study for the Marketing Committee."

Salesmen's Automobile Costs: As a result of a study made in 1947* an analysis of these costs has been continued. Figures for the first quarter of 1950 are incomplete, but Mr. Noh says "the study indicates that during 1949 our cost per mile figures were in line with or better than those of other large organizations throughout the country."

"Because of the structure of Sterling Drug and the individual responsibility by divisions for the sales direction of their representatives, it appears that rental automobiles are the solution to our problem. At the present time, two rental companies have contracts to supply us with cars. They are based on an annual replacement program. With the exception of extremely low mileage cars, the Committee is of the opinion that charges are not excessive."

Accident Costs: This vital problem, Mr. Noh says, came to the attention of the Marketing Committee very early. "More than many salesmen and sales managers may realize, accident records contribute to sales expense. In fact, the problem reached our Committee with a stunning blow

* See SALES MANAGEMENT, October 1, 1949, "No More Company-Owned Cars for Sterling's 600 Salesmen."

when we were informed that accident claims paid out for the period January 1, 1948, to January 1, 1949, amounted to more than \$60,000.

"The money itself was worth saving. But . . . add to that the time lost by the salesmen involved, the accounts which are neglected, and you can appreciate why we took this on as a marketing problem. In addition to the amount of claims, the Committee was informed in the language of the insurance companies that Sterling Drug Inc. had finished 1948 with a loss ratio on automobiles of 119%. This, we were told, was an all-time high for the company."

Accident Costs Cut in Half

Under the Committee's direction a Fleet Safety Program was inaugurated in October, 1938. Called "It Can Happen to You," the program included monthly bulletins, warning posters, stickers and other pertinent literature. These were sent to all company automobile drivers, with special attention given to salesmen. The bulletins recorded in detail specific accounts of accidents, giving all the names of the persons involved and pointing out the loss of time and money.

Results of this program are excellent, Mr. Noh reports. "The cooperation given the program produced an insurance loss ratio of 69% in 1949 against 119% in 1948. Money paid in claims was cut in half, and the sales time lost was proportionately saved.

"Sterling's insurance company informed the Marketing Committee recently that the decrease in accident frequency and the reduction in the loss ratio indicates a most encouraging potential decrease. The Committee, realizing that a high percentage of the 750 automobiles driven for Sterling have salesmen behind the wheels, is continuing to hammer hard on the Fleet Safety Program."

The 1950 campaign includes films which are shown at regional sales meetings, awards for good safety records, and other dramatic means for constant reminders that "It Can Happen to You."

These are just a few of the many projects studied by Sterling's Marketing Committee. Reports and recommendations continue to be made to the Operating Committee. The 12-man committee works for the common interest of the company, keeping abreast of changing marketing conditions, and ferreting out new methods of selling its products more economically and efficiently.

Toughest Sale I Remember



"If your salesmen are turned down as easily . . . better fire them and get a new gang."

How to Melt an Iron Curtain

At the age of 24, I was a salesman and full of ginger. I had heard from a friend that a company was in the market for some machinery, and although I might be late in starting to work on the prospect, I still could be in time to tell my story if I'd telephone for a date.

My friend was right—up to a point. The prospect told me on the telephone that although he had not actually made the purchase, his mind was made up and as far as he was concerned, the deal was closed and I was too late. That was on Friday. But on Monday morning, I was at the prospect's office, about 200 miles from my home.

EVERETT F. MERRILL is president of the steel warehouse firm of Merrill & Usher Co., Worcester, Mass., and recently was appointed first city manager of Worcester.

BY EVERETT F. MERRILL

At 9 o'clock I gave my card to the prospect's telephone operator. In a moment she came back with the not unexpected reply that the prospect did not care to talk with me, and in fact had told me so when he turned me down on Friday. The telephone operator was sympathetic—and persuasive—and in a few minutes, I was face-to-face with the prospect. He said, "Listen, I told you I didn't want to talk to you and you're just wasting your time and mine by coming down here this morning."

Perhaps I was brash, but I was ready for that one. I said, "Mr. Jarvis, if you're allowing your salesmen to be turned down as easily as you are trying to turn me down,

you'd better fire them and get a new gang, because you're not going to get much business. Please listen to my story and then turn me down if you feel that I haven't something to offer you!"

Without waiting, I went into my presentation. Within two minutes, Mr. Jarvis declared, "This is exactly what I want." Like most buyers of engineered products, he wanted to see it work. We made a date on the spot to go the next morning to a plant 100 miles away where this equipment was in operation.

Before the second day was over, the prospect had purchased \$24,000 worth of new equipment. He has remained a true friend for 25 years and in this time has purchased practically all of his steel and all the new equipment from me.



"IMPOSSIBLE!" . . . People always say it when Herbert Drake (left) lets it slip that he's a Massachusetts Yankee . . . for if ever there was a Mid-West whirlwind, a California extrovert, a Virginia "talker," Herb is it. And Herb is also now a big wheel at Macfadden Publications, Inc. The bright young man, who plays "stinking" golf, tosses a mean green salad and drives only convertibles, has been the publishing house's v-p and assistant general manager. But with the retirement of Harold Wise he moves up to assistant to the president and will take over Mr. Wise's duties of general manager. Herb Drake came to Macfadden in 1938 as an assistant in the *True Story* Promotion Department. The same year he transferred to the advertising sales staff in Chicago. (All *True Story's* promotion men have put in time selling space.) By 1943 he was general advertising promotion manager for the entire company. He's papa to the *Photoplay* Annual Awards which are based on the moviegoers', not the critics', choices, and to two radio programs: "My True Story," and "True Detective Mysteries." The ideas were his. At the moment he's boat-happy. Doesn't own one . . . just cadges sails by acting as crew member . . . Here he swaps recipes with Dave Chasen, California Restaurateur.

They're in the News

YOU WON'T STARVE . . . if you start at the bottom of National Biscuit Company's ladder—particularly if you have a sweet tooth. And if you *live* cookies as well as eat them, you may get to the place Lee Bickmore finds himself. He's just been named vice-president in charge of sales . . . And he started low, too. The ladder wasn't exactly in a hole, but for a while it looked that way to Lee. He began as a shipping clerk (his first job) with the company's sales branch in, of all places, Pocatello, Idaho! Then he climbed another notch—salesman. Later he swapped the job for one just like it in Salt Lake City. He decided he was really on his way when they made him a special salesman. And the day they sent him back to Pocatello as manager, he felt like a big shot! That was almost 10 years from the time he came to work for Nabisco. It wasn't until '46 that they gave him a taste of New York. And with that move he took on a real executive's post: Later that year he was appointed district sales manager with headquarters in Newark, N.J. He did so well that he became administrative assistant to Warren Warner, then v-p in charge of sales. When Warner retired recently, because of poor health, the raw recruit who began as a shipping clerk in Pocatello, was ready for the job.



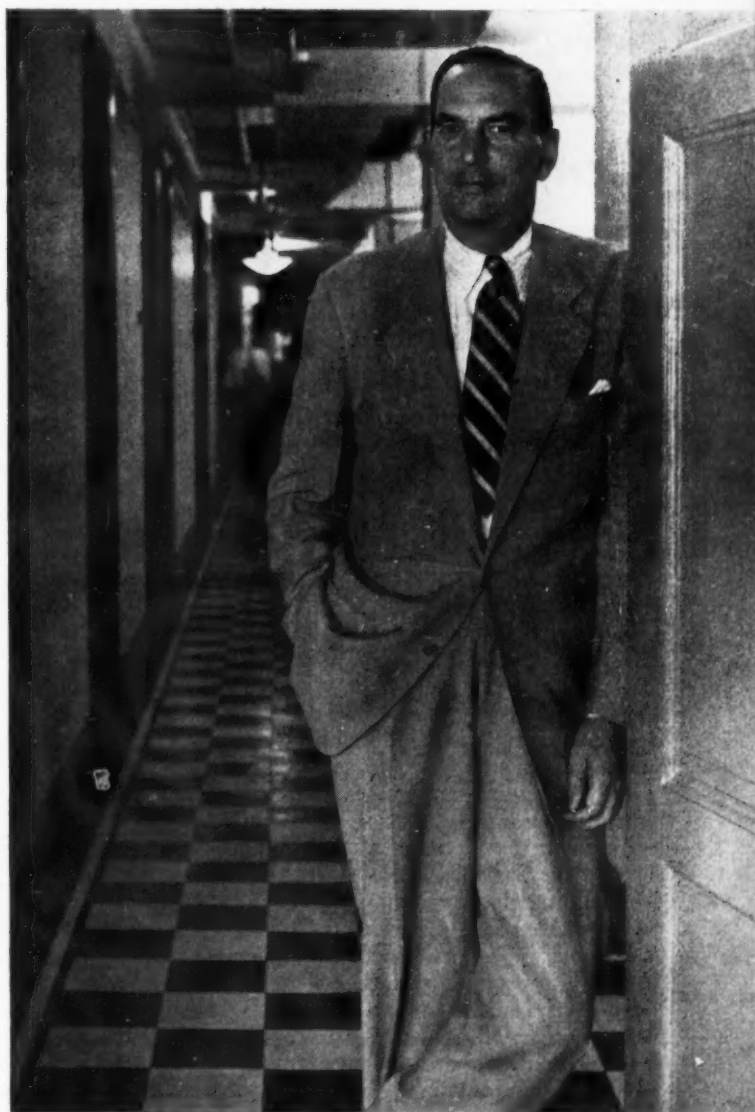
SALES MANAGEMENT



HE STUDIED LAW . . . but that shoe pinched him. So he decided to sell the shoes instead! Meet Arthur Stanley Talbott, living proof that if you have brass enough and ingenuity enough you can sell sandals to Eskimos, get housewives to lay down their mops, and talk shoe store owners into letting you play clerk. Mr. T., you see, is v-p in charge of advertising and sales promotion for Joyce, Inc., and he specializes in dreaming up ways to find out what women want in shoes and, particularly, in shoe salesmen. He loves to go ring doorbells, armed with 15 pictures of typical shoe salesmen, then ask housewives, "Which *wouldn't* you want to wait on you?" He's got their numbers now—both the women's and the salesmen's. The ruddy, and ready, Mr. T. was born in Grinnell, Iowa. His uncle was a Federal Judge; the family, early noticing that A.S. could sell anything, decided he should study law—and sell justice. He humored them, graduated from U.S.C.'s Law School after Harvard. But his first job was with G-E in the Advertising Department. Joyce got him after he'd served a stint with N. W. Ayer & Son, Inc. See page 82 for some notes on his ingenious sales research.

ONCE THERE WAS A GROCERY BOY . . . who fell in love with food—and used it as a wedge for an advertising career. Today the grocery boy—William R. Baker, Jr.—is chief cook and bottle washer (president, if you like) of a big New York City advertising agency. Bill Baker has been with Benton & Bowles since '33. (Four years after he joined them his knowledge of food, radio and advertising won him a place as head of the agency's Hollywood office.) As a kid, tall, spare Bill Baker filled orders in one of his Grandpa's grocery stores, learned how to sell food rather than just eat it. He might have stayed in the grocery business if he hadn't been bitten severely by the advertising bug; fresh out of Princeton he went to work for BBD&O as Bruce Barton's office boy. Five years later he took over his first food account, thereby completing a cycle. During radio's earlier days Baker worked on the Maxwell House coffee account. Closely associated with MH's Show Boat program, he helped move an awful lot of coffee. About 1939 Bill returned to the N.Y. office to assume contact responsibility on all General Foods accounts handled by B & B. His great love, next to food—a new house on Cape Cod, where he holes up on weekends and lets his two boys lick him at tennis.

BY HARRY WOODWARD



GUY GILLETTE



Contests Are Good for Gags: Do They Pay Off for Industrials?

BY JAMES GALLANT

Advertising Manager, The Denison Engineering Co.

"Yes," declares Denison Engineering, citing 30% over-quota sales to prove it. Unusual variations of the contest theme enlisted enthusiastic interest on part of all employees.

Some new twists to an old technique made the "Denison Dollars Derby" unique among sales contests. It turned ordinarily prosaic industrial selling into a "championship race" with plenty of thrills and excitement—including the pay-off.

The Denison Engineering Co., Columbus, Ohio, manufacturers of the Multipress and other oil-hydraulic equipment, chalked up a sales increase of more than 30% over the quota set for the 90-day period of the contest. Over the full "running" stretch, 70% of the direct sales representatives ex-

ceeded their quotas each month. The highest attainment of quota by any one salesman in a single month's race was 384.6%, with the highest total three-month attainment being 224%. To explain and enliven the contest, more than 500 letters and telegrams were sent to the field selling force. These field salesmen, their families, and plant personnel were eligible to share in the more than \$3,000 cash awards during the derby.

In addition to quota-breaking sales, the contest stirred keen enthusiasm throughout the organization. It cre-

ated a better mutual understanding of the inter-relationship of selling and production. A high level of interest was sustained through originality of materials used, careful planning, and persistent plugging, under the supervision of K. E. Hopkins, Denison's sales manager. Several novel features lent fresh appeal to the contest. These included: (a) active aid and support of the salesmen's wives and families, (b) delivery of certain cash awards *in advance* to the salesmen's homes, and (c) participation in prize "purses" by factory and office personnel.

The Denison Dollars Derby was set up as a racing event, with the salesmen as "jockeys," their wives as "trainers," and plant employees as "backers." Three separate racing meets, each covering a period of one month, made up the complete sales

EACH DENISON salesman posted on a merry-go-round horse with factory and office workers on his "team." Denison salesmen are not "forgotten men."

CHINA PIG banks containing 100 silver dollars each were sent to wives of salesmen during second month. Wives kept money if hubbies beat quotas.



contest event. Each direct Denison sales representative, riding a championship "horse" assigned to him, was qualified to compete for \$100 Win, \$50 Place, and \$25 Show money in January, February, and March. The jockey with the highest three-month attainment of sales quota won an additional grand prize award of \$250.

As trainers, the wives of the jockeys automatically qualified to compete for individual \$100 Trainer Stakes in each of the three meets. At the time in any one month that their salesmen husbands exceeded their sales quotas, the wives were entitled to the \$100. At the beginning of the first race each trainer received a \$100 bill properly framed and certified by the "Derby Commissioner." According to rules and regulations of the contest, this was to be hung on the wall in the home, or otherwise prominently displayed, as a constant family reminder of the stakes to be won. Under no circumstances could the \$100 bill be removed from display or taken from its frame without express instructions from the home office.

When a jockey exceeded his sales quota in January, the home office notified the trainer to break the glass and make whatever use of the money she might desire (with the jockey's permission, of course). The trainers who won their \$100 in the first meet automatically received another \$100 and the opportunity to win it during

the second race in February. Likewise for the third race in March. If a jockey did not exceed his sales quota the first month, the original framed \$100 was retained and displayed for the next meet. Similarly, if the jockey failed to break his quota in the second month.

The trainer received her second \$100 in the form of silver dollars cached in china pig banks. A corsage designed by a local florist and made of 20 \$5 bills was sent to the trainers for the third race. Good-natured reaction to this family participation in the contest is typified by this comment from one of the salesmen: "Did you ever notice how conspicuous an IOU looks among all those \$5's in a \$100 corsage?"

In one of the sales contest bulletins to the jockeys and their families, the following build-up to claiming the \$100 Trainer Stakes was suggested: "When a jockey boots his horse over the quota line, the trainer will receive an official wire from the home office. Do not rush to the framed Trainer Stake Certificate immediately, but in a leisurely fashion, and with solemn dignity that befits the winner of such Stakes, form a half circle with the jockey and owners (These are the salesmen's children.) around the hallowed frame on the wall and proceed with the following ritual. The trainer carefully removes the frame from the wall and holds it

up for all to see. The jockey, who by this time is shuffling nervously from foot to foot, is permitted to allow his chest to swell a maximum two inches and may receive a minimum of six slaps on the back from each owner. This is very important to put the jockey in the proper frame of mind for the next event in February. Then smash the glass and remove the portrait of Franklin. In some cases this will undoubtedly be accompanied by huzzahs, hip-hurrahs, and an occasional thumbing of the nose at the world in general. We only wish we could be with you for the celebration."

By injecting such jocular notes into the serious business of building sales, it was possible to win and hold the active support of the salesmen's families. Results of the contest proved the approach to be highly effective in promoting the idea of "getting fun out of our work."

All personnel at the Denison plant were entered into the competition for a Sponsors Stake of \$50 for the second race in February. This was an added purse and in no way affected the winnings open to jockeys and trainers. Employees were organized into teams, each sponsoring a horse and jockey in the meet. Selection of team members and captains was made by lottery.

Write Selling Letters

Each team was required to write at least 10 letters to their jockey, offering selling suggestions, helpful tips, and encouragement. The letters, written by different team members, were routed through the team captain for credit, so the group would qualify to compete for the Sponsors Award. The winning team sponsored the salesman who attained the highest percentage of his sales quota during February. If every member of the team wrote a letter to that salesman during the month, then the stake was doubled to \$100. During the plant-wide participation, letters and telegrams poured out to the salesmen from their sponsors. Prize money was divided evenly among members of the winning team.

Plant employees showed marked enthusiasm in the sales contest since they, too, had a tangible stake in the outcome of the race. To keep shop sponsors informed of the day-by-day standing of their jockeys, a Race Results Board was placed in the plant. Results were posted daily, near the close of working hours. Furthermore, a group photograph of each team was taken, with individuals identifying themselves in their own handwriting.

The pictures were sent to the jockeys to acquaint them with their backers in the race. This was a helpful factor in promoting wider knowledge and appreciation of the close tie-in between sales and production.

Additional interest for those in the plant was provided by a "Letter Lottery" that gave them a chance to win some cash even if their jockey was not a winner. Everyone writing a letter received a numbered ticket. Stubs were drawn on the day following close of the February race meet. The holder of the ticket matching the stub drawn was awarded \$15 Win, the second \$10 Place, and the third \$5 Show.

Denison also took steps to familiarize employees in production with the salesmen they were backing. Whenever a salesman made a visit to the factory, he was posed in a "gag" shot. The jockey with appropriate cap was mounted on a wooden horse borrowed from a merry-go-round. Some of his sponsors were shown pulling and pushing the nag in the direction of the finish line. These pictures were made available to the different teams.

The mails and telegraph wires were kept hot throughout the three-month period of the Denison Dollars Derby with announcements, track-releases, acknowledgments, booster letters, and periodic reports of individual standings in the race. At the beginning of the contest, telegrams were dispatched to trainers saying: "Watch for important announcement addressed to you. Big 'Denison Dollars Derby' now underway. Next 90 days will be a lot of fun for you, the kids, and S—S—. Plenty of cash involved. Details in the mail."

This was followed by a mailing of official rules, announcement poster, and a framed Trainer Certificate with a \$100 bill mounted on it. The salesmen jockeys received individual, personal letters from the sales manager, setting the lively, challenging pace for the race and relaying information on sales potential and quotas.

From then on a constant stream of material was issued by the home office, offering sales assistance in the form of photographs, warm-up letters, direct mail, and special promotion. A regular weekly feature was a chatty, informative bulletin, "The Monday Morning Feed Box," sent to all salesmen and trainers. This contained up-to-the-minute news about race contestants, human-interest items from families and plant personnel, tips on sales possibilities of oil-hydraulic equipment in various industries, schedules of forthcoming events, and similar details. Race results were

sent out special delivery, usually on Saturdays. These were made up in the form of cartoons, with a running commentary on the showing of horses at various stages of the race.

When large orders were received from salesmen, an acknowledging telegram signed by W. C. Denison, president of Denison Engineering, was sent to the trainer. Congratulations were wired to her when the jockey went over his sales quota for the month. Other orders were ac-

knowledgeed by vice-presidents and department heads of the company.

Success of the Denison Dollars Derby showed that an interesting sales contest format, consistent follow-through, and a willing spirit of cooperation by the entire organization can be highly practical in building increased business in the industrial equipment field. As a human relations by-product, it encouraged an atmosphere that implanted the idea of "getting fun out of our work."

Pure Magic Spells Public Relations for Grapette

As if by magic, The Grapette Co., Inc., Camden, Ark., has been solving the problem of student assembly problems for hundreds of public school principals and superintendents. The solution is in the person of the prestidigitator Phil Huckabee, master of sleight-of-hand and hocus-pocus. Since last September, he has made more than 700 appearances before more than a quarter of a million public school students in six states.

Known as "The Grapette Magician," Mr. Huckabee is engaged in a full-time public relations program for The Grapette Co. On January 1, 1949, he embarked on a career with Grapette which is taking him on a tour of public schools throughout the Nation. He has developed special back drops and props displaying Grapette trademarks. His magic routine includes feats which utilize Grapette and Grapette bottles.

The entertainment developed by Mr. Huckabee is proving popular with school officials, but more important to Grapette, it is very popular with school children. Although his appearances and programs are made possible through the courtesy of The Grapette Co., each school program is presented under the auspices of the local Grapette bottler without cost to the school or the bottler. Following the 30-minute program, a special magic book is distributed to the students from which certain magic tricks, sets, and puzzles may be ordered.

Coupons included in this Grapette Magic Book can be mailed to The Grapette Co. for membership cards and certificates in the "Grapette



NO MYSTERY that "The Grapette Magician," Phil Huckabee, and Mrs. Huckabee are delighting thousands of school children in Grapette's public relations program.

Magic Club." Literally hundreds of certificates and cards have been issued and local Grapette Magic Clubs have been organized by interested youngsters.

Mr. Huckabee's magic program is pure entertainment with little commercialization. He has made as many as 26 school performances in a single week. In addition to his performances before students, he makes special appearances in hospitals, churches, and before civic groups.

Since last September, the Grapette Magician has appeared in Arkansas, Tennessee, Kentucky, South Carolina, North Carolina, and Virginia. Grapette officials indicate that the Magic Program activity may be expanded to include all sections of the country.

She makes us a nation of neighbors



New homes go up all over the map. New families form. More and more people want to keep in touch. And your Long Distance telephone operator keeps right on tying all these varied voices together.

At her finger tips, she has a nationwide web of wires, cables and switchboards. In little more than a minute, she can take you to visit friends in Miami or Minneapolis or

to do business in Seattle or Syracuse.

Every Long Distance call is personal and made to your order with quiet courtesy. Every call is handled as if the whole Bell System had been built just for you.

Fast, clear and constantly improving Long Distance service helps keep this big, busy country a nation of neighbors. And it does this at remarkably low cost to the user.

**BELL
TELEPHONE
SYSTEM**





"SAMMY" WINNERS FOR 1950: Bottom row slanting from left—Pierre Chabre, Lloyd Bowles, Lee Freiberg. Next row above slanting from left—G. R. Pelsue, George A. Novell, Donald Thompson, Jess W. Partin. Top row slanting from left—Paul B. Forrestal, Joe L. McElwee. Edward P. Scott was not present, and his "Sammy" was awarded in absentia.

"Oscars" for Top 10 Salesmen

Oscar-type awards called "Sammys" now go to topnotch salesmen employed by members of the Sales Executives Club of Los Angeles. Salesmen are rated for their all-around abilities by their bosses on percentage point basis.

Something new in honors for salesmen, and in rating their abilities, was started in Los Angeles at a breakfast June 10, when 10 top salesmen were awarded trophies of the movie "Oscar" type, in this case called "Sammys."

Inspired by Tony Whan, president of the Sales Executives Club of Los Angeles, the purpose was to give recognition for outstanding sales ability, and the method of measurement goes into ability deeper than sales volume or quotas. Mr. Whan admits that it may not be the right way to do the job, but that it is a start.

The topnotchers are selected mathematically, based upon percentages given by their sales managers, who are members of the club.

Each sales manager selects the man he considers to be his best all-around salesman, and marks percentages. The questions start with volume of business (percentage of quota for the firm's leading salesman); percentage of prospects the man is selling; percentage of the line he is selling; his paper work; customer relations; relations with fellow employees; creative selling ideas; business habits; company loyalty; civic consciousness; personal stability; own-

ership of home or business property.

These percentages are then tabulated by a secret committee that does not know the candidates' names. Salesmen who have the highest numerical ratings on all counts are declared the winners. The 10 topnotchers for 1950 emerged from more than 50 candidates. The competition promises to be stiffer next year.

Nearly a thousand sales executives and salesmen attended the breakfast, which is to be an annual event with yearly awards to 10 salesmen who rate highest. After the "Sammys" had been presented, and the winners photographed, there was an address, "Salute to Selling," given by Clayton Rand, well-known columnist and editor.

The breakfast meeting was held on Saturday morning. After five days of selling cars, food, beverages, insurance, medicines, television sets and what not, the salesmen of Los Angeles, a town that certainly knows how to sell, got up early and met to sell selling to themselves.

To the sales executive who hopes advertising can help him meet the demands of his top management

As profit margins shrink, your Management is faced with three main problems that affect profit survival:

- 1 Cut production costs
- 2 Get more orders
- 3 Cut sales costs

They may or may not do all on Number One that you think they could do. But one thing is sure. They will expect *you* to figure out how to get more orders at lower unit sales cost.

That calls for keen discernment of the difference between expenditures that *add* to unit sales costs and expenditures that *reduce* unit costs.

Some of the things that *add* to unit sales cost are: unnecessary travel and entertainment; time and effort spent in making unprofitable calls or following "leads" that lead nowhere; advertising that aims at the wrong people or fails to use the strongest appeals.

On the other hand, money spent for advertising that increases the order-getting power of your salesmen, individually and collectively, *reduces* unit sales costs.

"Ditch-Digging" Advertising* that sells by helping people buy is such advertising.

"Ditch-Digging" Advertising takes its cue from the

interests and problems of your most likely prospects. Then it rolls up its sleeves and digs for sales.

It multiplies the circulation of your best sales story to the right people in the right ways at the right times with the right frequency—and at the lowest possible cost.

It reduces the salesmen's need for travel. It increases their chances of making more sales calls *count*. It prepares their way for closing more orders by doing some of the pre-selling "telling" in print.

This agency specializes in applying the principles of "Ditch-Digging" Advertising to the selling of products that require pre-purchase deliberation on the part of the buyer. We know what it takes to sell by helping people buy such products. We know how to make advertising an integral part of the sales operation, by assigning to it those *informing* and *reminding* parts of the selling job that can be done most effectively and most economically by direct mail, publication advertising, booklets, catalogs, bulletins, displays, sales presentations or other mechanical means of transmitting ideas and information.

We're set up to quickly relieve you and your advertising department of as much of the work as you wish to delegate. If you're located east of the Mississippi and would like to discuss the possibility that a "Ditch-Digging" Program might help you fulfill Management's demand for more sales at lower unit cost, we'll be delighted to hear from you.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • LExington 2-1790

*Reg. U. S. Pat. Off.

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

What Can A Manufacturer Do To Help Distributors Upgrade Dealers?

Based on an interview by Lester B. Colby with
FRED J. WALTERS • Vice-President in Charge of Marketing, Hotpoint, Inc.

Hotpoint estimates it costs a minimum of \$82.20 a year to service each dealer—good or bad. The arithmetic of poor sales performance is so compelling that distributor interest develops quickly in Hotpoint's 23-point dealer rating plan.

Eighty thousand appliance dealers can be wrong; or at least some of those 80,000 dealers can be wrong in thinking that they are really full-fledged appliance merchandisers. Many are still half asleep. When business settles down to the long-term competitive pull, retailer ranks are bound to be thinned down considerably. Some method by which the strong can be selected from the weak, a yardstick for assessing individual dealer performance, has been needed for some time.

Hotpoint, Inc., one of the nation's leading appliance manufacturers, its dealer organization greatly expanded over pre-war, has come up with a program for grading its dealers point-by-point. After months of testing it is proving its worth. This program, handed to distributor management in 13 key marketing centers, is being activated enthusiastically by distributor houses.

The theme of Hotpoint's entire dealer upgrading is, "On Main Street in 1950." This implies better location, better identification, consistent merchandising programs and aggressive sales activities. Since last September the company has added more than 100 Main Street accounts in the form of major department stores and furniture stores that now promote complete Hotpoint kitchens. A "Gold Star" dealer program will supplement this over-all strengthening by upgrading the entire dealer structure, according to Fred J. Walters, vice-president in charge of marketing.

"This plan can be considered a basic formula for evaluating dealer performance," says Mr. Walters. "It permits the distributor to rate each dealer on his week-to-week performance,

then leads him to the next higher bracket. This is resulting in steady improvement in the dealer's profit picture." Mr. Walters defines the program as having four basic aims:

1. To establish a yardstick for increasing the effectiveness and sales volume of Hotpoint dealers.
2. To increase the prestige and sales volume of Hotpoint appliances by constantly strengthening the dealer structure.
3. To give distributor wholesaler assistance in upgrading their dealers, thus increasing sales volume.
4. To minimize costly dealer mortality.

The Gold Star dealer plan is based

on a rating system of four classifications: the Liability, One Star, Two Star and Gold Star dealer. Each classification has certain qualifications related to the dealer's merchandising activities, his business performance and his public relations.

The "liability" dealer is one whose Hotpoint volume of sales is so low that it actually costs the distributor money to service him and carry him on his books. Factors considered in screening the liability dealer are:

1. The dealer's annual sales volume.
2. The cost of calling on the dealer.
3. The distributor's bookkeeping expense.



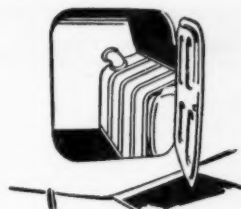
MARK OF ACHIEVEMENT: Distributors award this framed certificate to dealers meeting the qualifications for "Main Street" performance. It's evidence of over-quota selling.

**Hitch your
business to
this star
performer...**



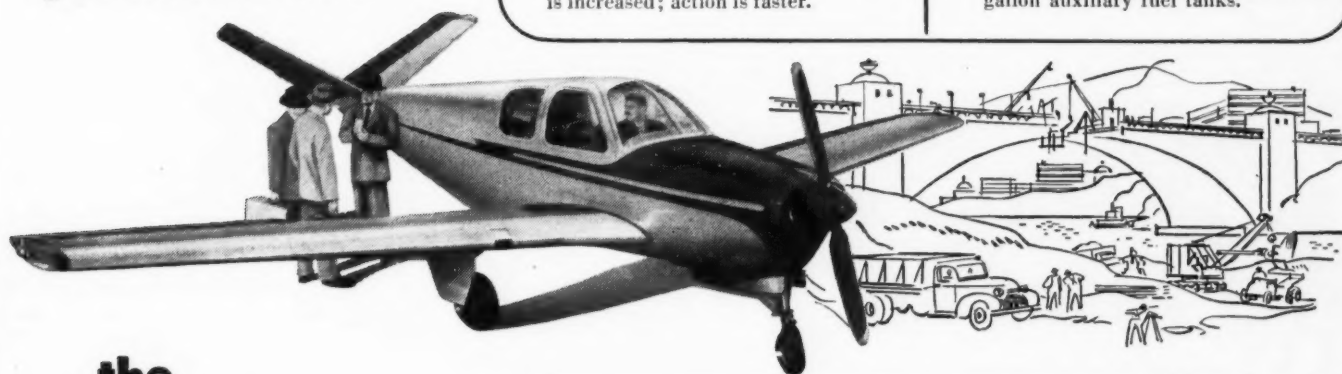
Stellar take-off and landing performance

Short fields are no problem! New Beechcraft propeller develops greater static thrust. Flap travel is increased; action is faster.



Plan long flights — you have the range!

The Bonanza's 750-mile range can be increased to 940 or 1,145 miles by installation of 10-gallon or 20-gallon auxiliary fuel tanks.



**the
Beechcraft
BONANZA**

Beechcraft Bonanzas serve as company-owned planes in almost every field of American business. More than 2,400 are now delivered. They slice travel time by two-thirds; give key men the incalculable advantage of any-time mobility. *Features* put this trim, exceptionally fast plane at the "head of the class"; make it *the* outstanding buy. Here are just a few of the features that make this greater-than-ever Beechcraft a better-than-ever value.



Extra style and comfort features

Touches of luxury: four arm rests, four individual ash trays, special coat hanger rod to carry clothes with never a wrinkle.



Take-off horsepower rating increased

Now 196 h.p. at 2,450 rpm. Landing gear action speeded up: lowered in 7½ seconds, raised in 8½ seconds at 105 mph.



Room for all the luggage you need!

Baggage compartment is accessible from inside or out. Room, too, for four big people in the smartly tailored quiet cabin.



Sturdy framework gives you unsurpassable safety

All-metal framework is stronger than conventional construction. Exceptionally rugged: Shock, stress tests far surpass CAA requirements.



There's more to the Bonanza story! Let your nearest Beechcraft distributor or dealer "fill you in" on facts about the Model B35 Beechcraft Bonanza's exceptional economy in operation. Or for more information, write on your letterhead today to Beech Aircraft Corporation, Wichita, Kansas, U.S.A.

Top speed, 184 mph
Cruising speed, 170 mph
Range, 750 miles
Fuel economy, 9.5 gph

**Beechcraft
BONANZA**

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

goes on the factory mailing list where the same formula holds. Assuming that he receives an annual minimum of the following mailings, the distributor's expenses would be:

12 direct mailings @ 10c	\$1.20
12 monthly account statements @ 5c	.60
6 meeting notifications @ 6c	.36
12 service bulletins @ 8c	.96
8 direct letters @ 6c	.48

Total \$3.60

These estimates are on the conservative side, Mr. Walters emphasizes, because they do not include man-hours required to write personal letters, turn out meeting notices, write service bulletins, etc. The distributor's expenses for carrying the liability dealer, then, are:

Salesman's time	\$63.00
Transportation	3.60
Bookkeeping costs	12.00
Mailing service	3.60

Total \$82.20

This total represents only a small part of the potential loss entailed in carrying a liability dealer on the distributor's books. The amount of volume and profit which this dealer has cost the distributor is difficult to estimate, due to a variety of indirect costs involved. For example: Has this dealer been allocated a certain market? If so, his performance should be measured against the market's potential. If a fair estimate of Hotpoint's potential in a specific dealer's market is \$10,000 in retail volume, and the dealer realizes only 20% of this potential, it is difficult to calculate the profit loss in billings this dealer has cost the distributor.

Establish Relationship

Mr. Walters believes that a careful analysis of these factors will clearly define the cost of carrying a specific dealer. The relationship of these costs to the amount of sales will indicate whether it is profitable to continue the dealer franchise.

He characterizes the "one star" dealer as one who does just enough business to get by. He is not aggressive in his merchandising practices, and is inclined to wait for business to come to him. His specific shortcomings can be listed as follows:

1. He does not have store identification.
2. Location of the store is inconvenient to the buying public.
3. Interior of store cluttered; merchandise not well displayed.

4. Has no outside salesmen and uses no direct mail.

5. Does very little advertising.

6. Depends chiefly on acquaintances to refer buyers to him.

7. Carries a low inventory.

8. Hotpoint sales in percent of total sales in his area are low.

9. Needs considerable direction in his business activities.

10. Is willing to cooperate but does not know how to activate his selling.

11. His service department is inadequate.

A one star dealer could possibly have a reasonable percentage of good and excellent qualifications, Mr. Walters concedes, but might at the same time have an interest in Hotpoint that is poor or only fair. In such a situation, the dealer's interest in Hotpoint should be increased by more attention from the distributor.

The "two star" dealer is above average, does a good volume of business, is aggressive and merchandising-minded. His store is adequately identified, and is in a good location, but

Do you know how much SAN DIEGO eats?

Data from 1950 S. M. Survey of Buying Power

Retail Food Store Sales in thousands of dollars

Dallas, Texas . . . \$110,657

Toledo, Ohio . . . \$ 79,933

Rochester, N. Y. . . 92,923

Kansas City, Mo. . . 120,915

Cincinnati, Ohio . . 118,870

Providence, R. I. . . 73,603

Atlanta, Ga. . . . 81,635

St. Paul, Minn. . . 105,892

SAN DIEGO, California . . \$110,279

Yes, in food sales, San Diego is bigger than you think...and *the one*, dominant food advertising "buy" is the San Diego Union and Evening Tribune, provable by Media Records and S. R. D. S. figures. San Diego will pay off on your food advertising budget!



Ask the
West-Holliday
man

San Diego
UNION and EVENING TRIBUNE

Morning, Evening and Sunday
in California's New Major Market

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.

New York • Detroit • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles

**WHOSE FURNISHINGS
SHALL WE BUY FOR
OUR NEW HOME?**

**LET'S LOOK AT OUR
HOME OWNERS' CATALOGS
AND DECIDE!**



THE greatest single factor of influence on buying decisions in the billion dollar custom-built housing market . . . Home Owners' Catalogs.

The most effective, most economical distributor of consumer sales literature to the greatest number of qualified home-planners . . . Home Owners' Catalogs.

More manufacturers' consumer catalogs distributed via Home Owners' Catalogs in 1950 than ever before—over 2,480,000!

See Standard Rate & Data Service
for rates and complete data.
Or write to . . .

HOME OWNERS' CATALOGS

THE F. W. DODGE CORPORATION'S

CONSUMER CATALOG
DISTRIBUTION SERVICE

119 WEST 40TH STREET • NEW YORK 18 • NEW YORK

may need a new front. The store interior is neat and features good display, with a few Hotpoint appliances connected for demonstrations. This dealer employs insufficient outside salesmen to cover his market, uses direct mail intermittently, and advertises without a definite plan. He carries an average inventory, but his service department could be improved. He places a fair amount of emphasis on Hotpoint, as compared with other lines, but does not always tie in with the distributor in factory promotion.

The "gold star" dealer is one who takes advantage of and uses all facets of merchandising to get more than his share of the dollar volume in his trading area. This dealer typifies the "Main Street performance that Hotpoint seeks in all its retail outlets."

"Gold Star" Features

Specific characteristics of this dealer classification are:

1. Excellent location.
2. Modern and attractive store front.
3. Store interior well laid out and departmentalized.
4. All Hotpoint appliances are connected for demonstration.
5. Good store identification.
6. Good sales manpower coverage for his market.
7. Organized plan of outside selling and prospect system.
8. Uses direct mail daily.
9. Carries regular and planned advertising schedule.
10. Excellent service department that is used to help sales.
11. Participates in most factory and distributor promotion.
12. Has more than necessary inventory for quick delivery.
13. Carries complete Hotpoint line.
14. Calls back after every sale.
15. Does better than average amount of business in his area.

Hotpoint recommends that distributors make periodic ratings of each dealer, and for this purpose dealer rating forms and progress charts are provided. The dealer who achieves gold star rating wins a framed certificate of merit signed by the distributor.

The dealer rating form lists 23 factors that can be graded poor minus, poor, fair, good or excellent. The liability dealer is one who is charged with 50% or more of the total check marks in the poor minus or poor columns. With 50% or more checks in the fair and good columns, the dealer is rated two star. The gold star classification is won by the dealer with more than half of the checks in the good or excellent columns.

SALES MANAGEMENT

Coming your way . . .

.....**pocket rubber stamp**, designed especially for salesmen, prints three-line name and address on envelopes, order blanks, bills, checks, and office forms. It comes complete with compact onyx-black plastic case and ink pad. It is being marketed by Pam Co., 8454 Melrose Ave., Hollywood 46, Calif.

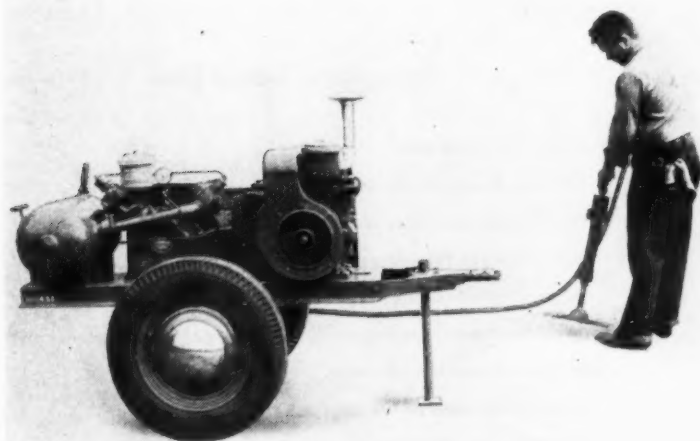


CONVENIENT NAME STAMP is compact and can save precious moments for salesmen.

.....**portable air compressors** have been designed for agricultural spraying and trenching as well as for large and small contractor use for lightweight digging, breaking, tamping and inflation of large tires. Other applications are: operating air tools, grave digging, light blasting and chipping, powering paint guns and spraying. These two two-stage, air-cooled com-

pressors with 30 cu. ft. capacity at 100 pounds pressure, have a maximum operating pressure of 150 pounds. Powered by a hand-cranked, air-cooled gasoline engine, the compressors have patented feather valve, suction valve unloading, and a general design readily accessible for easy maintenance. They are equipped with air maze oil bath cleaners and standard ASME air receivers. A protective all-steel canopy is available. Compressors are being built in two types: a trailer model for general use, and a hand truck model for industrial applications. Worthington Pump and Machinery Corp., Construction Equipment Division, Holyoke, Mass.

.....**kloz-a-lite**, an automatic closet light, can be installed in a few minutes' time. It is a portable, one-piece unit with a switch, socket, cord and bulb and it will fit any closet door. The switch operates automatically by the action of the closet door on the push button. The light goes on when the door is opened, goes off when door is closed. The cord, flat enough to go under the door, may be plugged into a convenient outlet in the room. Kloz-a-lite is designed to be put into either upper corner of the door frame. It is a product of Slater Appliance Division, Slater Electric & Manufacturing Co., Inc., Woodside, Long Island.



HAND TRUCK MODEL of "Blue Brute" air compressor, because of its maneuverability, is described as ideal for work in industrial plants or in buildings where aisle or door space is restricted. Engineered for low cost operation.

Sales Leads



TSN Inquiries

increase your sales and cut sales costs and selling time. More than 100,000 reader-buyers each month see your sales story in TSN, the only tabloid product information publication edited exclusively for the transportation industry markets.

Factual proof of the quality of TSN inquiries is the fact that TSN advertising is at an all-time high. You get both complete market coverage and tangible sales leads at lowest cost by telling your sales story regularly in TSN.

Plan a test schedule now and check the results.

Transportation Supply News

418 S. Market St., Chicago 7
122 E. 42nd St., New York 17, N. Y.

#1

IN Influence WITH Homemakers

Your product in Jessie's Notebook gets authoritative, editorial endorsements by America's best known independent authority on cooking and household efficiency. Strong urges to buy your product are planted in the minds of homemakers in 18,192,067 homes week after week after week.

Jessie's Notebook appears every Wednesday evening or Thursday morning in 124 top-rank newspapers and covers 45% of all the families in the U. S.—and 54% of the families in 80 key trading areas (1315 counties) which do 71% of grocery sales and 80% of general merchandise sales.

JESSIE'S Notebook
by JESSIE DE BOTH

420 Lexington Avenue New York 17, N. Y. 5 No. Wabash Avenue Chicago 2, Illinois



TIME ECONOMY of air travel justifies the investment . . . so say 75% of the survey respondents.

Cost of Keeping Salesmen in the Field Rises 12-13% Since 1947

A new and exclusive survey by Sales Management provides some averages and bench-marks you can use to compare your salesmen's expenses with those of other typical firms.

Costs for keeping salesmen in the field are still on the upgrade.

In a new survey made during May among 300 representative companies

in a wide variety of industries, SALES MANAGEMENT learned that the average cost of keeping a man on the job in a metropolitan center (exclusive of

inter-city transportation) is now \$13.20 a day. This compares with a figure of \$11.75 a day as revealed in a similar survey made in May, 1947, or an increase of 12.3%.

The average cost of keeping a man in a small city is now \$10.31 a day as compared with \$9.09 in 1947, or an increase of 13.4%.

Averages quoted here are based on all comparable returns from all companies participating in the survey;



Key to Tabular Abbreviations

Columns 1, 2, 8 C=Ceiling

Column 9 { N=Never
LJ=Long Jumps
F=Frequently

Column 12 { Co=Company-owned
So=Salesman-owned
L=Leased
ICA=Individual car accounting

Column 13 { C=Chevrolet
P=Plymouth
F=Ford
B=Buick
Ch=Chrysler
O=Oldsmobile
Ot=Other

Column 15 N.E.=No Estimate

Footnotes to Tabular Data

¹=On trips of 7 days or more.

²=Flat \$8 per day expense allowance.

³=Flat \$12 per day expense allowance.

⁴=Auto allowance \$1.71 per day plus .022 per mile.

⁵=\$30 per month depreciation, plus gas, oil, greasing and washing.

⁶=\$85 per month plus .03 per mile over 50-mile radius from headquarters.

⁷=Included in hotel and meal allowance.

⁸=All men work in home territory.

⁹=Except New York, Chicago, Washington, Miami.

1950 Survey of Salesmen's Expense Account Practices

INDUSTRY	ITEMS ALLOWED IN ADDITION TO RAILROAD FARE WHERE USED									10 Maximum Expense Per Day —Big City	11 Maximum Expense Per Day —Small City	SALESMEN'S AUTOMOBILES			
	1 Hotel Rooms	2 Meals	3 Taxi	4 Tele- graph & Tele- phone	5 Valet	6 Laun- dry	7 Steno- grapher	8 Tips	9 Air Travel			12 Method of Operation	13 Makes of Cars	14 Auto allow- ance (per mile unless otherwise indicated)	15 Total Cost Per Mile
AUTO PARTS AND ACCESSORIES															
Company 1.....	✓	✓	✓	✓	✓ ¹	✓ ¹	✓	✓	LJ	\$15.00	\$10.00	Co-So	F-C-P	.06	.08
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	F	8.00	7.00	So	Various	.06	
Company 3 ²									Co-So-L				C-Ch-B-F	.06	.06
Company 4.....	✓	✓	✓	✓	✓	✓	✓	✓	LJ	15.00	12.00	Co	C-P-F-Ot		.05
Company 5.....	✓	✓	✓	✓	✓	✓	✓	✓	N	18.00	14.00	ICA	Various		.04
Company 6 ³									F	12.00	10.00	Co	C-P-F		.05
Company 7.....	✓	✓	✓	✓				✓	N	10.00	8.00	So	C-Ot	.06	.06
Company 8.....	✓	✓	✓	✓	✓	✓	✓	✓		13.00	10.00	So	Various	.06	.06
BUILDING MATERIALS & SUPPLIES															
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	LJ	12.00	10.00	So	Various	.06	N.E.
Company 2.....	✓	✓	✓	✓		✓	✓	✓	F	15.00	13.00	Co			.045
Company 3.....	✓	✓	✓	✓	✓	✓	✓	✓	F	17.00	15.00	So	B-F-Ot	.06	.06
Company 4.....	✓	✓	✓	✓	✓	✓	✓	✓	F	15.00	12.00	So	P-C-Ot	.05	N.E.
Company 5.....	✓	✓	✓	✓	✓	✓	✓	✓	F	15.00	10.00	Co	C-P		.05
Company 6.....	✓	✓	✓	✓		✓	✓	✓		18.00	15.00	ICA	Various		.06
Company 7.....	✓	✓	✓	✓			✓	✓	LJ	16.00	12.00	Co-L	F-C-P	.06	.07
Company 8.....	✓	✓	✓		✓ ¹	✓ ¹		✓	LJ			L	C-F-P		.07
Company 9.....	✓	✓	✓	✓			✓	✓	N	11.00	9.00	So	Various	Note ⁴	.06
CHEMICALS AND PLASTICS															
Company 1.....	✓	✓	✓	✓			✓	✓	F	12.00	8.50	So	Various	.06	N.E.
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓		10.00	7.00	Co	P-F		.041
Company 3.....	C-\$4.00	C-\$4.00		✓		✓	✓	C-10%		10.00	8.00	So			
Company 4.....	✓	✓	✓	✓	✓	✓	✓	✓	F	20.00	15.00	So-So	P-Ot	.07	.07
Company 5.....	✓	✓	✓	✓	✓	✓	✓	✓	N	15.00	12.00	Co	O-P		.05
Company 6.....	✓	✓	✓	✓	✓	✓	✓	✓		15.00	12.00	So	C-O-B-Ot	.06	N.E.
Company 7.....	✓	✓	✓	✓	✓	✓	✓	✓	F	20.00	15.00	Co-L	F-C		.07
Company 8.....	✓	✓	✓	✓	✓	✓	✓	✓	F	14.00	10.00	So	Various		.085
Company 9.....	✓	✓	✓	✓	✓	✓	✓	✓	F			Co	C-P-Ot	.06	N.E.
Company 10.....	✓	✓	✓	✓	✓	✓	✓	✓	F	15.00	10.00	So	Various	.065	.065
Company 11.....	✓	✓	✓	✓	✓	✓	✓	✓	LJ	10.00	8.00	Co	B-Ot		.058
CLEANSERS															
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	F	25.00	20.00	Co-So	P-F	Note ⁵	N.E.
Company 2.....	C-\$4.00	C-\$4.00		✓		✓	✓	C-10%	LJ	8.00	7.00	So	B-C-P-F	Note ⁶	.07
Company 3.....	✓	✓	✓	✓	✓	✓	✓	✓	F	8.00	7.00	Co-So-L	Various	.055	.095
CLOTHING															
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	N	10.00	10.00	Co-So	C-P-O	.06	.06
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓		25.00	17.50	So	Various	\$6 per Day	.08
Company 3.....	✓	✓	✓	✓	✓	✓	✓	✓		25.00		So	O-C		.15
Company 4.....	C-\$6.00	C-\$6.00	✓	✓	✓	✓	✓	C-15%	N	15.00	12.00	So	B-C	.07	.07
Company 5.....	✓	✓	✓	✓			✓	✓		10.00	8.00	So	Various	.07	.07
Company 6.....	✓	✓	✓	✓			✓	✓	LJ	12.00	10.00	Co-So	C-P-F	.05	.05
CONFECTIONERY															
Company 1.....	✓	✓	✓	✓	✓			✓	N	15.00	10.00	So	Various	\$60 per M	.05
Company 2.....	C-\$4.50	C-\$4.50	✓	✓	✓	✓		C-\$1.50 Per Day	LJ	15.00	12.00	So	Various	.05	N.E.
Company 3.....	C-\$3.75	C-\$4.00	✓	✓				Note ⁷	N	13.00	10.00	ICA	Various		.0496
DRUGS—MEDICAL															
Company 1.....	✓	✓	✓	✓	✓	✓		✓	LJ	11.00	8.50	L	C-F-P		.042
Company 2.....	✓	✓	✓	✓				✓	N	8.00	7.50	So	Various	.055-.065	.07
Company 3.....	✓	✓	✓	✓				✓	N	9.00	6.00	So	Various	.05	.055
Company 4.....	✓	✓	✓	✓	✓	✓	✓	✓	F	15.00	12.00	So	Various	\$4 to \$5 Per Day	.05
Company 5.....	✓	✓	✓	✓	✓ ¹	✓ ¹		✓		12.00	9.00	Co-So-L	F-C-P	.067	
PAINTS, VARNISHES															
Company 1.....	✓	✓	✓	✓				✓	F	5.00 ⁸	5.00 ⁸	So	Various	.06	.06
Company 2.....	✓	✓	✓	✓				✓	N	7.50	6.00	Co	F		.05
FOODS AND BEVERAGES															
Company 1.....	C-\$5.00 ⁹	C-\$5.50	✓	✓	✓	✓	✓	✓	F			Co-So	Various	.06	N.E.
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	F	15.00	12.00	Co	C	.08	N.E.
Company 3.....	✓	✓	✓	✓	✓	✓	✓	✓	F	9.00	8.00	So	Various	.08	.10
Company 4.....	C-\$5.00	C-\$5.00	✓	✓				C-10%	LJ	10.50	10.50	So	Various	\$25 per M	.045
Company 5.....	C-\$5.00	C-\$4.50	✓	✓	✓	✓	✓	C-10%				Co	P		.0625
Company 6.....	✓	✓	✓	✓		✓ ¹		✓	LJ	9.50	7.50	Co	F-C		

(Continued on page 58)

1950 Survey of Salesmen's Expense Account Practices—Continued

INDUSTRY	ITEMS ALLOWED IN ADDITION TO RAILROAD FARE WHERE USED									10	11	SALESMEN'S AUTOMOBILES			
	1	2	3	4	5	6	7	8	9	Maximum Expense Per Day —Big City	Maximum Expense Per Day —Small City	12	13	14	15
	Hotel Rooms	Meals	Taxi	Tele- graph & Tele- phone	Valet	Laun- dry	Stenog- rapher	Tips	Air Travel			Method of Operation	Makes of Cars	Auto allow- ance (per mile unless otherwise indicated)	Total Cost Per Mile
FOODS AND BEVERAGES—Cont'd															
Company 7	✓	✓	✓	✓	✓	18.00	14.00	Co-So	F-C-P-Ot	Note 10	.06
Company 8	✓	✓	✓	LJ	15.00	12.00	So	Various	Note 11	.10
Company 9	C-\$5.00	C-\$4.00	✓	✓	✓	LJ	9.00	7.00	So	F-C-P-D-B	.06	.06
Company 10	✓	✓	✓	✓	✓	✓	✓	F	12.00	10.00	So	Various	.06	N.E.
Company 11	✓	✓	✓	✓	✓	✓	✓	F	20.00	12.00	So	Various	.07	.07
Company 12	✓	✓	✓	✓	✓	✓	✓	✓	N	Note 12	Note 12	So	Various	.07	.07
Company 13	C-\$3.50	C-\$4.00	✓	✓	✓	N	7.50	6.00	Co	F-C-P	\$30 Per M	.04
Company 14	C-\$6.00	✓	✓	✓	N	10.00	8.00	Co	C06
Company 15	✓	✓	✓	✓	✓	✓	✓	✓	F	14.00	Co-So	Ot10
Company 16	✓	✓	✓	✓	LJ	7.00	6.00	So	C-P-F-B	.06	N.E.
HOUSE-FURN. & APPLIANCES															
Company 1	✓	✓	✓	✓	✓	✓	✓	✓	F	12.00	10.00	Co-So	B-P-Ch-Ot	Note 13	.08
Company 2	✓	✓	✓	✓	✓	✓	✓	✓	F	18.00	15.00	So	F-C-Ot	.06	.06
Company 3	✓	✓	✓	✓	✓	✓	✓	✓	N	12.00	10.00	So	Various	.06	.06
Company 4	✓	✓	✓	✓	✓	✓	✓	✓	F	12.00	10.00	So	Various	.06	.06
Company 5	✓	✓	✓	✓	✓	✓	✓	✓	N	12.50	10.00	So	F-C-Ot	Note 14	.08
Company 6	✓	C-\$6.00	✓	✓	✓	LJ	15.00	12.00	Co	Ot07
Company 7	C-\$5.00	✓	✓	✓	✓	✓	✓	\$1 per D	F	11.00	10.00	So	F-C	.06	N.E.
Company 8	✓	✓	✓	✓	✓	✓	✓	✓	18.00	14.00	Co-So	P-Ot	.08	N.E.
Company 9	✓	✓	✓	✓	✓	N	12.00	9.00	So	Various	Note 15	N.E.
INDUSTRIAL EQUIPMENT & SUPPLIES															
Company 1	✓	✓	✓	✓	✓	✓	F	18.00	15.00	So	C-F-P	.07	N.E.
Company 2	C-\$10	✓	✓	✓	✓	✓	✓	✓	F	22.00	15.50	So-L	C-F	.03	.03
Company 3	✓	✓	✓	✓	✓	✓	✓	✓	N	14.00	10.00	So	F-C06
Company 4	✓	✓	✓	✓	✓	✓	✓	LJ	12.00	8.00	Co-So07	N.E.
Company 5	C-\$8.00	✓	✓	✓	✓	✓	✓	✓	LJ	12.00	9.00	So-Co	C-Ot	.06	N.E.
Company 6	✓	✓	✓	✓	✓	✓	✓	✓	LJ	15.00	10.00	So	F-B-C-Ot	.06	.06
Company 7	✓	✓	✓	✓	✓	✓	✓	✓	F	12.00 ¹⁶	10.00 ¹⁶	So	C-B-Ot	.065	N.E.
Company 8	✓	✓	✓	✓	✓ ¹	✓ ¹	✓	C-\$1.00 Per Day	F	12.00	10.00	So06	N.E.
Company 9	✓ ¹⁷	✓ ¹⁷	✓	✓	✓	✓	✓	LJ	So	Various	.07	N.E.
Company 10	✓	✓	✓	✓	✓	✓	✓	✓	F	10.00	8.00	So	C-F-Ot	Note 18	.07
Company 11	C-\$6.00	C-\$5.50	✓	✓	✓	✓	✓	✓	LJ	12.50	10.00	Co	Various07
Company 12	✓	✓	✓	✓	✓	✓	✓	✓	F	10.00	8.00	Co-So	Various	.05	.05
OFFICE EQUIPMENT & SUPPLIES															
Company 1	✓	✓	✓	✓	✓	✓	✓	✓	F	15.00	12.00
Company 2	✓ ¹⁹	✓ ¹⁹	✓	✓	✓	✓	✓	F	9.00	7.50	So-Co	P-Ot04
Company 3	✓	✓	✓	✓	✓	✓	✓	F	11.00	So	F-C-P-Ot	.07	N.E.
PAPER PRODUCTS															
Company 1	✓	✓	✓	✓	✓	✓	✓	✓	F	12.00	10.00	So	F-O-Ot	.06	.06
Company 2	✓	✓	✓	✓	✓	✓	✓	F	10.00	7.50	So	Various	.06	N.E.
Company 3	C-\$6.00	✓	✓ ²⁰	✓	15.70	13.50	So	C-Ot	.05
TOILETRIES															
Company 1	C-\$4.00	C-\$3.50	✓	✓	✓	C-50c Per Day	LJ	9.00	7.00	Co	F-C07
Company 2	✓	✓	✓	✓	✓	✓	✓	LJ	15.00	11.00	Co	F-C05
Company 3	C-\$5.00	C-\$4.50	✓	✓	✓	✓	✓	✓	F	12.00	So	Ot	.07	.07
MISCELLANEOUS															
Advertising	✓	✓	✓	✓	✓	✓	10.00	7.50	So-L	Various	.06	.06
Clocks	✓	✓	✓	✓	✓	✓	✓	✓	12.50	10.50	Co	F-C-P075
Communications	✓	✓	✓	✓	✓	F	12.00	10.00	So	Various	.06	.06
Farm Equipment	✓	✓	✓	✓	✓	LJ	12.00	8.00	Co-So	Various	\$50 per M	.05
Fuel	✓	✓	✓	✓	N	8.15	7.40	So	O-B-Ot	.07	.07
Jewelry and Silverware	✓	✓	✓	✓	✓	✓	✓	✓	LJ	12.00	So	F-P-C-O053
Lighting	✓	✓	✓	✓	✓	✓	✓	✓	F	12.00	8.00	So-Co	F-B-Ot	.06	N.E.
Musical Instruments	✓	✓	✓	✓	✓	✓	✓	LJ	15.00	12.00	So-Co	C	.06	.06
Notions	✓	C-\$3.00	✓	✓	F	12.00	11.00	So	Various	.06	.06
Petroleum Prod. Petroleum	✓	✓	✓	✓	✓	✓	✓	✓	LJ	11.00	7.50	So	Various	\$50 per M	.06
Products ²¹	F	10.00	10.00	So	Various	.06	.06
Sporting Goods	✓	✓	✓	✓	✓	LJ	11.00	9.00	So	O-B-Ch-Ot	.06	.06

because of space limitations not all reports are detailed in the accompanying table.

As we must do in the case of all presentations of figures dealing with averages, the editors caution subscribers to use judgment in the study and use of the data. Figures in the table that seem unusually low may only mean that the company operates sectionally in areas where costs of hotel housing and meals are considerably lower than they are in such centers as New York, Miami or San Francisco. Figures that seem unusually high may be explainable in terms of the fact that a particular firm must do many things for prestige purposes. After all, what is a "reasonable" and allowable expense is truly significant only when set against the background of an individual company whose specific selling problem is known.

In this survey, for the first time, SALES MANAGEMENT inquired into the costs of keeping executives in the field. The average cost, per day, in a large city, is \$19.34. In a small city: \$14.27.

The increase in reported cost-per-mile (total cost-per-mile—not just per-mile allowance) is 6.9% over 1947. Average cost-per-mile now stands at \$.0619 as compared with \$.0579 in 1947. Here, again, we echo a statement from our previous survey: Cost accounting on salesmen's automobiles in many companies is exceedingly slipshod. In reporting their estimates of per-mile costs, many sales executives frankly say they haven't any detailed figures to draw upon.

Among all companies reporting, 12 use standard expense allowance plans

rather than itemized plans. Here are the figures they reported:

Hardware: \$60-\$70 per week.

Auto parts and accessories: \$12 per day.

Auto parts and accessories: \$8 per day plus transportation.

Toiletries: \$8 a day away from home; \$1.50 a day in headquarters city.

Foods and beverages: \$45 per week.

Foods and beverages: \$8 per day.

Foods and beverages: \$7 per day.

Smokers' requisites: \$425 per month.

Drugs and medical: \$150 per month.

Drugs and medical: \$54-\$60 per week.

Confectionery: \$125 per month.

Office equipment and supplies: \$7.50 per day.

Favor Weekly File

The favored period for filing expense account vouchers is weekly—about 61% of the companies reporting follow this plan.

To get a picture of company policies on expenditures for customer entertainment, the respondents were offered a choice of four statements and asked to check the one that most nearly described their company policy.

These were the statements, and the figures following each show the percentage breakdown by response:

1. We allow no expenses for entertainment. (8.1%)

2. We allow entertainment expense, but it mustn't run over \$—per day.

3. We allow entertainment expense, but insist the salesmen limit

such expenditures to occasional lunches and drinks. (18.1%)

4. We leave the matter to the salesman's judgment, but check expense accounts carefully on this item. (70%)

In the instances of the companies that checked the No. 2 statement, the ceilings ran from a low of \$5 per day to a high of \$20 per day. Three companies specified that entertainment was done by executives only.

As a matter of general interest, SALES MANAGEMENT checked in this same survey on sales executive travel during the past year. The management men have been on the move. The 127 sales officers who reported fully on this question traveled an estimated 3,806,250 miles, or an average of 29,970 miles each. Of this mileage, 2,253,070 was done by air, or an average of 17,740.

The rising awareness of the need for proper retirement and pension coverage for salesmen shows up in this survey. Slightly more than 50% of all companies reporting on this question now have established such coverage for their men.

There seems little doubt that companies today are tending to be slightly more liberal in their expense account policies than they were 10 years ago because they recognize the relationship between a man's feeling of well-being and his morale. One vice-president appended this note to his report:

"A well-housed, well-fed salesman does a better job on the road. If a salesman knows he is on the honor system, is trusted, his firm will benefit in the end. If once in a while a cheater shows up, fire him—he's no good to the firm anyway."

Key to Tabular Abbreviations

Columns 1, 2, 8 C=Ceiling

Column 9 { N=Never
LJ=Long Jumps
F=Frequently

Column 12 { Co=Company-owned
So=Salesman-owned
L=Leased
ICA=Individual car accounting

Column 13 { C=Chevrolet
P=Plymouth
F=Ford
B=Buick
Ch=Chrysler
O=Oldsmobile
Ot=Other

Column 15 N.E.=No Estimate

Footnotes to Tabular Data

¹=On trips of 7 days or more.

¹⁰=Pay .065 first 200 miles, .055 thereafter.

¹¹=\$400 per year depreciation plus gas, oil, storage, etc., as itemized.

¹²=Allow \$7 a day for hotel and meals out of headquarters city, \$1 a day in headquarters city.

¹³=All itemized operating costs plus \$30 per month depreciation.

¹⁴=\$41.50 monthly for depreciation, plus all itemized operating expenses in territory west of Rockies; \$30 per month ditto for territory east of Rockies.

¹⁵=\$300 per year depreciation plus all itemized operating expenses.

¹⁶=Living expenses only; does not cover incidentals.

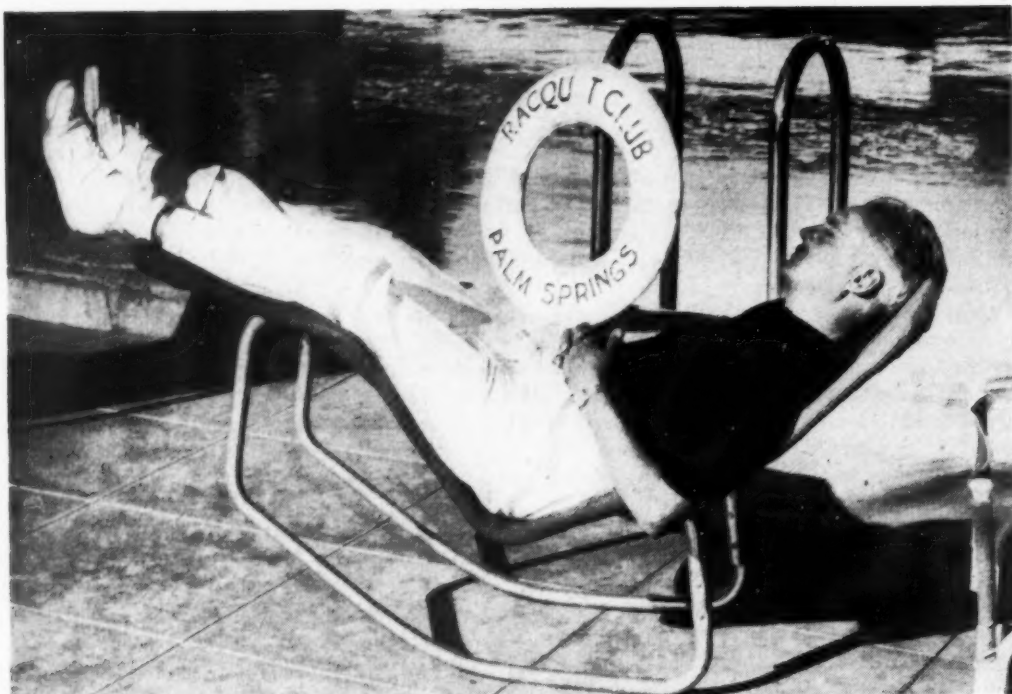
¹⁷=Combined hotel and room ceiling is \$9 per day.

¹⁸=\$43 per month flat allowance plus .035 per mile.

¹⁹=Combined hotel and room ceiling is \$7.50

²⁰=Allow all business phone expenses and one call home each week.

²¹=Flat allowance of \$10 per day plus travel expense and limited entertainment.



HE GOT THEM TALKING: Movie stars are style setters, ever alert for the new idea. When Charlie Farrell (above), owner of the Racquet Club, set a "barwa" chair by the pool the curious stars sat down in a feet-up position and the "barwa" chair manufacturers found that they had a booming business—at last.

Gee, This Thing is Great! Where Can I Buy One?

For three years the "barwa" was the unwanted dream child of two designers—until they met a retired salesman with a yen to get back into selling. Results are furniture history.

From Palm Springs, Calif. to Palm Beach, Fla. you see the "barwa," that funny-looking lounge chair with two positions, one that puts your feet above your head. Two years ago you would hardly have seen it anywhere.

How it first came to the resorts, and then to your own lawn or patio, is a sales story: a story of how to get going in a little business. It is also the story of how that gal, Opportunity, knocked, was let in, and was then kicked out the back door.

The chair is the brain child of two young Chicago designers, Bartolucci and Waldheim, hence the name "barwa."

First, they had it manufactured, but not being production men, the engineering job was not very good. Then they decided to place the chair in retail stores and appoint sales agents over the country, but not being

salesmen, that was not very successful. So for three years the barwa was on the market, but few people saw it or even heard of it.

Then Opportunity knocked on the door of a retired Los Angeles salesman who had been a shoe manufacturer. Robert E. Lee had been a broker until the depression, then started selling shoes in office buildings. He had aching feet, and sold a special shoe for bad feet. The first day he made \$22 commission, and eventually built up and owned the factory.*

Mr. Lee had spent three years taking it easy, and was thinking about getting back into business. In Chicago a friend had shown him a soup dis-

penser that might have possibilities. He had some made up, tried them around a few retail stores, but discovered that they needed demonstration. He was working on a machine to do it, when his Chicago friend sent him a crated "barwa." It took Mr. Lee more than an hour to put it together, and he was so sick of it that it went out the back door.

"Why on earth did he ever send me that gadget?" he said. "I never want to see it again."

Mrs. Lee tried the barwa, liked it immensely for its comfort, and insisted that this was the product he needed to get back into business. Largely on his wife's liking for the chair, Mr. Lee had a few made up, with mechanical improvements, and sent one to his friend, Charlie Farrell, owner of the Racquet Club, a Palm Springs resort. Farrell placed it by the pool, motion-picture people came along, wondered, tried it, and said "Gee, this thing is great—where can I buy one?" The Chicago designers had a woman sales agent there, and she was immediately in business.

"If it sells in Palm Springs, it

* SALES MANAGEMENT picked him as one of the ten leading salesmen of 1936. (May 1, 1936—February 15, 1937.)



Said a shipper who lost his composure
At shipping clerk Susan's disclosure,
"Our shipments are late?
Send them Delta AirFREIGHT —
And cover your Southern exposure!"

DELTA airFREIGHT

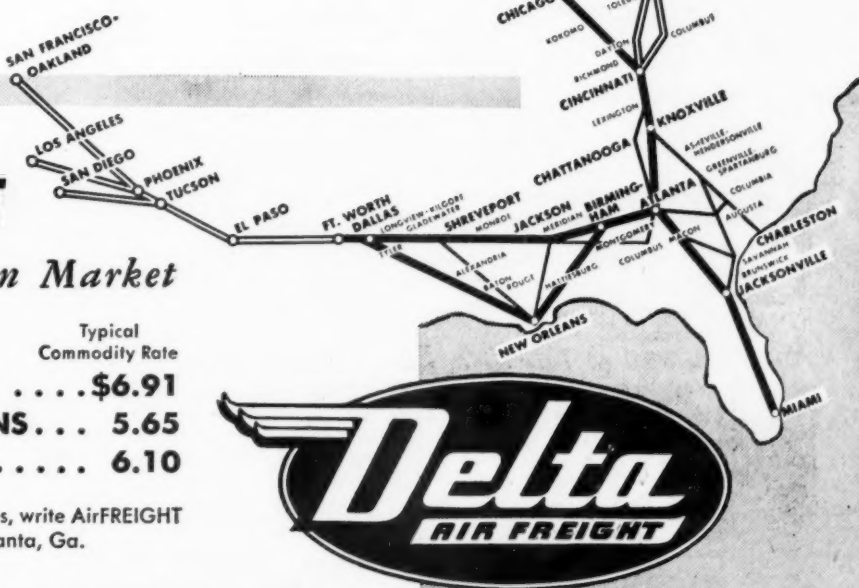
Covers the Southern Market

Per 100 lbs. between

Typical
Commodity Rate

CHICAGO - JACKSONVILLE\$6.91
CINCINNATI - NEW ORLEANS	... 5.65
DALLAS - ATLANTA 6.10

For complete commodity rates and schedules, write AirFREIGHT
Department, Delta Air Lines, Atlanta, Ga.



ought to sell in other resorts," figured Robert Lee. Arizona has a good resort population, so he went to Phoenix, sold a few barwas to resort owners, got some distribution in retail stores, and started a small manufacturing business to make the chair.

"If it sells in Phoenix, it ought to sell in Los Angeles," he further reasoned, and figured out a deal: Barker Brothers have 14 stores in that area, and are the first people called upon by every inventor or manufacturer with a promising article in furniture

or housewares. He made them an offer: If they would buy 600 a month they could have exclusive territory. It was accepted, and Barker's immediately spotlighted the barwa, put it in windows and floor displays, made it accessible to customers to try, and featured it in newspaper advertising. They thoroughly exploited the "Gee, this thing's like floating!" reaction inherent in the contraption, and presently the barwa was all over Southern California and spreading to other areas.

Then Mr. Lee went to San Francisco and other centers, and placed it in as many stores as he could sell—which was generally as many as he called on, because he sold the "Gee!" reaction, which is infectious.

"That was the gimmick," he says. "I always have to have a gimmick. With my shoes, it was the flexibility and comfort for people with bad feet. I'd take off one of my shoes, double it up and stamp on it."

In one large market area he placed the barwa with several stores, leaving for the last call the oldest and most aristocratic store. When he walked in there, to his astonishment he saw a barwa standing in a dark corner. It had come from the designers in Chicago.

"How long have we had it?" echoed the merchandise man. "Oh, over a year. Nobody seems to be interested. We have two more downstairs that have never been unpacked."

"By that time we were selling orders by the dozens to the best stores in the West," says Mr. Lee, "and here this store had not been able to sell one. I can't explain it on any other basis than that they had not tried to demonstrate and sell."

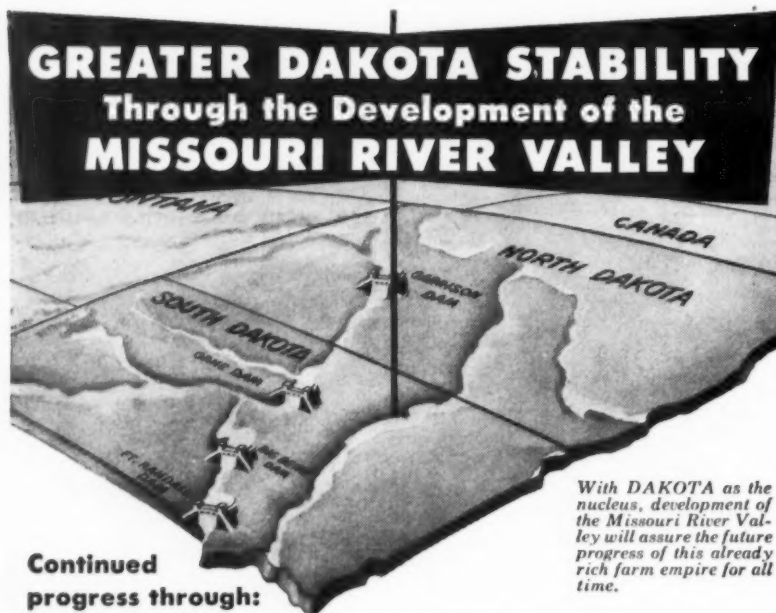
Did They All Laugh?

The barwa is so modernistic in design that Lee has been asked how he overcame skepticism that often leads people to resist what is radically new. He was also asked how he persuaded furniture dealers to stock so strange a gadget.

"That's a good question," he answered. "We forgot the design and appealed to something else that all Americans instinctively have—their interest in anything mechanically new. Put the barwa where people can climb into it, and the comfort they experience does the rest. The feet-high, head-to-toe floating position is a new sensation."

"By placing barwas at resorts where people could try them, and there was no question of buying, we also sold for homes and created demand for retail stores. The stores place barwas out of traffic paths, where customers can try them. Women are sometimes hesitant because they think there will be awkwardness and skirt trouble getting in and out of the chair, but they soon discover that there is none."

By starting with resorts, Mr. Lee got into the upper-bracket market, where price has not been a handicap. Perhaps price and the odd design are the reason for some sales resistance in the mass market, but that has not



Continued progress through:

IRRIGATION

The amount of irrigable land in DAKOTA will be doubled. Increased productivity will add millions of dollars of wealth to already rich DAKOTA.

POWER

New power line networks will make economical power available to thousands of farms and communities. Through this, DAKOTA will reach a new peak in farm and home modernization.

With DAKOTA as the nucleus, development of the Missouri River Valley will assure the future progress of this already rich farm empire for all time.

DAKOTANS have long been pioneers in the development of advanced farming methods. Soil conservation has been, and is, the accepted farming practice in DAKOTA. Through advanced methods, farmers of DAKOTA continue, year after year, to enhance their reputation as a progressive people.



THE DAKOTA FARMER

Since 1881, THE DAKOTA FARMER has played a major role in the growth and development of DAKOTA... a service that has made THE DAKOTA FARMER the preferred farm periodical of DAKOTA. Over 100,000 farm families—70% of all farmers in DAKOTA today are responsive subscribers.

Top Salesman in this Rich, Billion Dollar Farm Empire!



hampered Mr. Lee. At present there are no barwas for the mass market as the factory is having difficulty keeping up with orders.

Price is a fighting word with Lee. The barwa is not fair-traded, but it is priced to retail everywhere at \$29.95, and retailers shading that figure are not sold again.

So far there has been little consumer advertising, for several reasons. The barwa has been on the active market a little over one year, the demand has made production an immediate problem, and the publicity that the chair creates by its novelty, and by being a fixture at resorts, has done sufficient advertising. The novelty of the chair has led to its being pictured and described in such magazines as *Look*, *Life*, *Vogue*, and it is constantly appearing in magazine pictures of home and resorts. Regular

advertising schedules will come up later on.

Robert Lee has certainly got himself another business—corporate title: the Ralph Elliott Co., 3227 Fowler Street, Los Angeles.

But is it built on the sand of a passing craze—or bedded on hard rock?

"If furniture is a passing craze," he says, "then the barwa may be just another crossword, like the kiwi and moa. But we are classified as furniture manufacturers. We are designing an indoor barwa. Kicking the barwa out the back door was a mistake. We all make mistakes. Some of us have wives to make us see the error of our ways.

"Wait until you see the indoor barwa, and you will understand that it is as permanent as furniture—and the desire for comfort."

Flamingo Flies for Douglas Leigh's Own Product in Frozen Concentrates Market

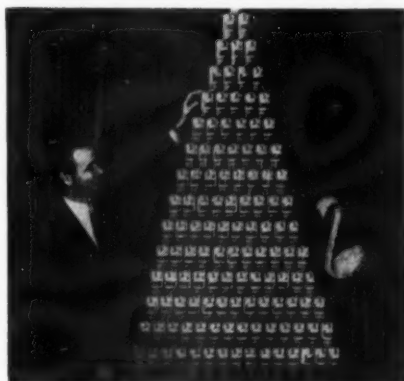
Display creator promotes his Flamingo frozen orange juice with dirigibles, spectaculars.

Broadway "spectacular" creator and operator of advertising dirigibles, Douglas Leigh, has launched a new frozen orange juice called Flamingo. For the first time Mr. Leigh will be applying his ad techniques to a product of his own.

Flamingo will be financed, distributed, and advertised by Leigh Foods, Inc., a newly-formed food company organized by Mr. Leigh and several of his associates. Distribution of the orange juice is being concentrated initially in the Greater New York market. Mr. Leigh points out that 65% of the current national sales of frozen orange concentrates are in the upper Eastern Seaboard area, with some 20-25% in Greater New York. In time, he hopes to extend Flamingo distribution to Philadelphia, New England and other markets.

"For 10 years now, we've wanted our own product," Mr. Leigh said, "and for the last year we have carefully watched and studied the frozen concentrates. It's an important and stimulating field, with the potential hardly touched."

Four years ago frozen orange concentrate was hardly a dribble on the market. In 1948 concentrate sales jumped to \$18 million. In 1949 they rose to \$75 million. Industry estimates for this year: a concentrate gallonage of 35,000,000, or almost 800,000,000 six-ounce cans—about four times last year's yield.



TO PYRAMID distribution of his new frozen orange juice, Flamingo, in the New York market, Douglas Leigh labels cans, lights dirigibles with the identifying scarlet bird.

Appointed by Longines



Irving Abel has been appointed National Sales Manager of Longines-Wittnauer Watch Co., manufacturers of men's and women's watches. He is one of 261,580 daily Wall Street Journal readers from coast-to-coast. To reach men who are stepping up in business, advertise in America's only National Business Daily.

NEW JERSEY'S FOURTH LARGEST MARKET

TEST
Metropolitan
NEW YORK
FOR
PEANUTS

Note:

Send or call for the complete bulletin "Metropolitan New York Test Market No. One"

Study the facts and you will find you can test a typical segment of Metropolitan New York, by testing BAYONNE, for only 8 cents a line . . . just peanuts compared with any other media giving the complete, concentrated coverage of

THE BAYONNE TIMES

"Bayonne cannot be sold from the outside"

NATIONALLY REPRESENTED BY
BOGNER & MARTIN
295 Madison Ave., N. Y. • 435 N. Michigan Ave., Chicago

Initial advertising for Flamingo includes some of Mr. Leigh's own facilities—one or two dirigibles, the animated cartoon "spectacular" on Broadway which shows to a million and a half people a day, various dominant high spots in Manhattan—plus strong support in radio, television, newspapers, magazines, and business publications.

Even before the first shipment was due from Florida, one of the airships was in the sky. "On its sides, in 18,000 electric lights, is a 240-foot

scarlet flamingo flapping its wings over a 150-foot spread and carrying a 25-foot orange in its beak," Mr. Leigh said. "We know from our surveys what the dirigible does to establish a name and trademark, and after this giant bird flies over the New York area for a couple of months, we don't think there'll be many people around who aren't aware of our new product."

Asked if future plans of Leigh Foods include production of grapefruit, lemon, tomato and other juices

as well as orange, the president of the new firm replied, "We think we've got a good product and a good name in 'Flamingo,' and that bird ought to be able to cover a lot of ground with his 150-foot wing-spread."

"Sell-Aider" Intrigues Buyers, Wins Orders

Unique sales tool combines "peep-box" and gadget appeal.

Human curiosity plus desire-to-monkey are the factors built into a new communication medium developed by Sales Promotion Associates of Canada.

The "Sell-Aider," as it is called, is a miniature peep-box but three inches long. It is equipped with two short wooden reels which are turned by hand to permit frame-by-frame reading of a slide-strip message.

Sales Promotion Associates, whose motto is "Prescription for Sales," provides an agency service for sales management. Among services supplied are the planning of personnel training, sales conferences and dealer meetings; developing visual presentations, training programs and point-of-sale aids; producing sound slide films and motion pictures, training manuals and brochures, presentations and sales aids; supplying projectors, screens, training and display equipment.

"Following our belief that you've got to 'move a mind to move a product,' and that you must get the buyer's attention before you can bring influence to bear on the buyer's mind," says Arthur W. Allin, vice-president and general manager, "we developed the idea of our Sell-Aider."

The strip story lends itself to the use of photographs, diagrams, artwork, plus selling phrases aimed to give convincing messages. Sales Promotion Associates offer to adapt the medium to any type of presentation, and even to build it as a replica of the individual customer's product package in color, shape, design, and in various sizes.

Due to its simplicity and its out-of-the-ordinary appeal, its promoters say, the Sell-Aider helps salesmen get prompt attention. When left with prospects, they say, it is shown to colleagues and business associates, and even taken home to show the family.

SALES MANAGEMENT

the Long Island story

IN THE U. S., HEMPSTEAD RANKS

3rd Net **INCOME PER FAMILY** \$8,799
Net **INCOME PER CAPITA** \$2,512

17th **TOTAL Net INCOME** \$884,271,000

25th **FOOD Store SALES** \$115,158,000
\$1145 per Family

38th **RETAIL SALES** \$380,311,000
\$3784 per Family

LATEST CONLAN SHARE OF AUDIENCE

"A" NETWORK — 50 KW	27.0
WHLI	26.2
"B" Network — 50 KW	14.3
"C" Network — 50 KW	12.1
"D" Network — 50 KW	9.0
All Other Independents Combined	11.4

63% BMB IN HEMPSTEAD

DATA SOURCES:

Sales Management — 1950.

Conlan—Feb. 1950.
Hempstead, N. Y., Sunday through Saturday.
8:00 A.M. to 5:30 P.M.

BMB Study #2

"THE VOICE OF LONG ISLAND"

WHLI

1100—on your dial
WHLI-FM 98.3 MC

HEMPSTEAD, LONG ISLAND, N.Y.

ELIAS I. GODOFSKY, President



The business heart of Madison, Wisconsin lies on an isthmus between two of Wisconsin's loveliest lakes—Lake Mendota and Lake Monona. As a result, the Madison businessman is never more than seven blocks away from excellent fishing, boating, and swimming facilities. The city's economy, dependent on no single thing, is prosper-

ous and stable. Unlike the restless residents of most American cities, Madison folk rarely move away of their own free will. But they are very like the people of other communities in their high regard for LIFE. For here, as elsewhere, LIFE is a weekly reading adventure, an integral part of the ideas and the commerce of this American city.

What happens when LIFE hits Madison, Wisc.?

The 80,000 men and women of Madison, Wisconsin believe, with justice, that the beauty and personality of their city are unique.

And yet, in one respect, Madison is similar to other U.S. communities, great and small, and each week shares an exciting experience with them. For LIFE has the same powerful impact on this community as it has across the entire country.

In Madison, week in and week out, more people read LIFE than any other magazine. Read it with an enthusiasm that

makes LIFE a vital, personal influence that affects what the people of Madison think and do.

No other magazine creates such local excitement — in Madison — and throughout the entire nation. Which goes far to explain why LIFE's weekly audience is the largest in publishing history.

And because advertisers appreciate the value of LIFE's local impact extended on a national scale, they invested more dollars-for-selling in LIFE in 1949 than in any other magazine, more than in any broadcasting network.

Turn page for further examples of LIFE's influence in Madison



Across the nation . . . only LIFE . . . felt in so many ways . . . by



Governor of Wisconsin, Oscar Rennebohn, worked his way through the State University, developed a chain of 17 drug stores. He says this of LIFE: "LIFE's portrayal of 'the good life' in Madison had a remarkable effect in selling our capital city as a fine place in which to live. Its results will be reflected in the next census."



Pretty Jeanne Parr Noth appeared on a LIFE cover with her young son Charles. The immediate (and highly gratifying) response was LIFE! She received twenty-five offers of modeling jobs for both of them—offers which continued to pyramid during the year. As she sums it up: "... that this were flooded with modeling jobs. What an impression LIFE made from Cana



University of Wisconsin student, Alvin J. Jensen, pays part of his school expenses by selling sweaters to co-eds. He was pictured in a LIFE article on Sigma Chi with these happy results: "My sales increased more than 30%, and I received job offers from six business firms." He also got mail orders from 16 girls in other schools.



President Arthur Towell of the Madison Business Association states: "There was a 30% increase in tourist traffic after the LIFE article. LIFE's audience has always been a responsive one. The mere mention by LIFE of Madison's need for civic projects helped immeasurably in getting citizens behind these vital undertakings." Philip K. ... after Wa ... of, and ... we had ... wanted t

LIFE

moves goods . . . bec

LIFE has this local impact

by so many people



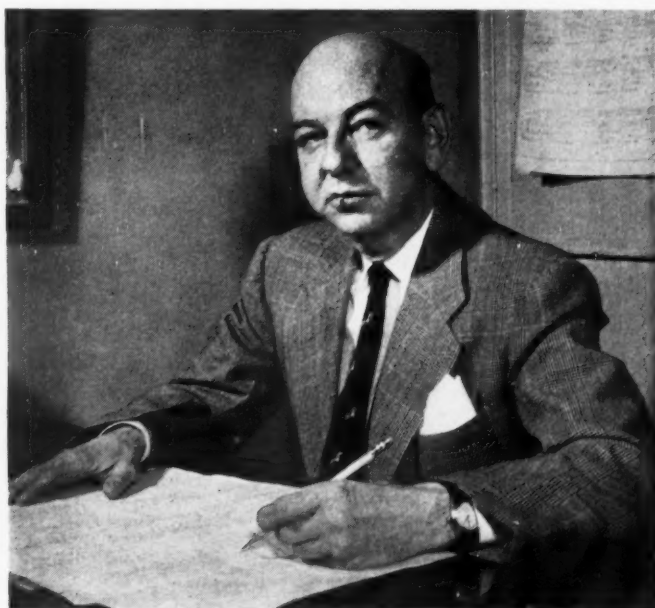
New residents, the Burton Taylors, moved to Madison because of LIFE! Says he: "Frankly, my wife and I knew nothing about Madison until we saw the LIFE story. Then and there, I decided that this was where I wanted to raise my family. We came here from Canada, knowing no one, but we're getting ahead nicely now."



Dr. Joseph O. Hirshfelder, Senior Editor of the "Atomic Weapons Handbook," published by the Atomic Energy Commission, thinks this of LIFE's scientific reporting: "LIFE's faithful interpretation of vital scientific developments has done much to provide the American public with an understanding of our atomic growth."



Philip K. Falk, Sup't of Public Schools, tells you what resulted after Washington School was pictured in LIFE: "After the picture of, and comments on, our Washington School appeared in LIFE we had dozens of inquiries from teachers all over the country who wanted to come to live and teach...here in Madison, Wisconsin."



A leading Madison department store, Harry S. Manchester, Inc., frequently ties in profitably with LIFE in store promotions. Vice-President C. G. Page says: "Our latest use of LIFE's local impact was a promotion of our Home Furnishings divisions. The six departments participating produced for us the largest April in their history."

because LIFE moves people

Only LIFE has this kind of local impact

... on so many different merchants across the nation



... In Cincinnati

President of the Kroger Company, food store chain, is Joseph B. Hall. He says: "LIFE's advertising impact creates sales. Our two-week Advertised-in-LIFE event increased our retail sales 52% the first week; and 46% the second week."



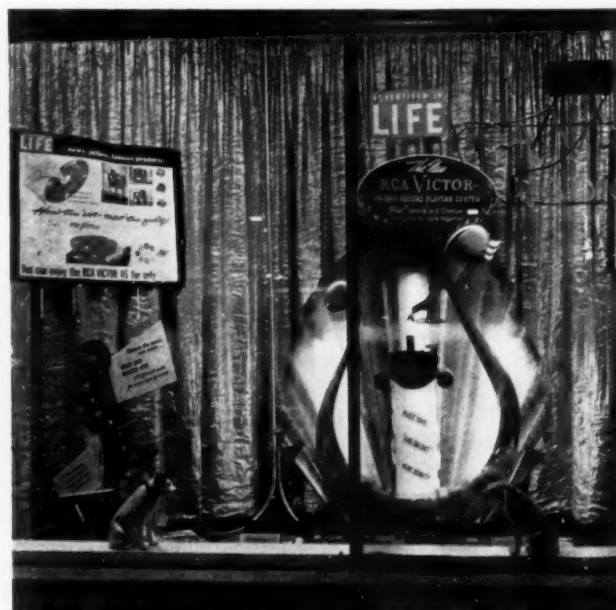
... In Boston

"We watch every issue of LIFE for promotion opportunities," says Lee Court, Display Director of Filene's. "The reason is plain: associates what we are showing with the most interesting and exciting magazine there is—LIFE."



... In Dallas

Mr. Fred Truett, President of the Southwestern Drug Corp., says: "Our two LIFE selling events have helped us immeasurably in cashing in on LIFE's tremendous selling force. This September was the biggest month in the history of our business."



... In St. Louis

Leonard Fleck, owner of the Record Mart, says: "We've had lots of comment on our Advertised-in-LIFE display. Even local merchants have come in to compliment us. Every news dealer in my neighborhood says LIFE is the biggest-selling magazine."

LIFE

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

1950 CANADIAN EDITION — (Survey of Buying Power)—Population, Retail Sales, Effective Buying Income, Sales and Advertising Controls, Retail Sales Maps (Price 50c)

212—Who Killed Waltham? by Lawrence M. Hughes. (Price 25c)

211—Will Sampling Techniques Work for Industrial Sales Research? by Francis Jurashek. (Price 10c)

210—A Portfolio On Point-of-Sale Merchandising. (Price 50c)

209—Our Salesmen Can Design Tools, But They Sell Profits, Not Machines. (Price 10c)

208—Trouble Spots in Sales: How We Localize and Cure Them, by Sumner J. Robinson. (Price 25c)

MARKETS

207—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

192—ABC's of Market Indexes and How to Apply Them to Sales Problems, by Richard D. Crisp. (Price 35c)

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where To Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

MANPOWER PROBLEMS

200—No More Company-Owned Cars For Sterling's 600 Salesmen, by A. B. Ecke. (Price 10c)

199—Ten Lessons in Speech Training For Executives and Salesmen, by Dr. James F. Bender. (Price 35c)

198—Sales Force Teamwork: How Can You Inspire It? by Eugene B. Mapel. (Price 5c)

197—Death of Many Salesmen, by James S. Arnold. (Price 10c)

196—The Shortage of Key Men: What Can We Do About It? by Marvin Bower. (Price 25c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

189—Hunch & Prejudice in Hiring: The Crux of Manpower Failures, by Robert N. McMurry. (Price 10c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard D. Crisp. (Price 25c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 75c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 10c)



Skilled Creative and Producing Staff



Complete Facilities and Modern Equipment



Experience

ATLAS—a producer of motion pictures, slidefilms and TV commercials—has served all types of industry for more than 35 years. Our many repeat orders reflect client satisfaction with the quality of our productions. They also prove that films help sell products and accomplish client objectives. Write or call us today about your specific objectives.

ATLAS FILM CORPORATION

MOTION PICTURES SLIDEFILMS TV COMMERCIALS

1111 South Boulevard

Oak Park, Illinois

Chicago: AUstin 7-8620

RCA SOUND RECORDING SYSTEM

Shop Talk

Mysterious Stranger

If you want to get a disenchanted view of selling, you might go and sit in your own purchasing agent's office for two days and just listen.

Some of SALES MANAGEMENT'S editors have been looking in on purchasing agents and talking to them about their impressions of salesmen who call on them. Without straining to pick out a particularly "horrible example," I report one fragment of experience we picked up in May in Milwaukee.

He was just one more salesman shunted into the P. A.'s office during the morning traffic. He smiled and said a hearty "Good morning!" He inquired, easily, about the state of business. He commented on a headline in the morning paper. The P. A. agreed that, yes, the warm weather was late in coming, and the shrubs and the lawns were behind in their green-up. The two men chatted for perhaps twelve minutes. Then the salesman rose to go, politely expressed his willingness to be helpful at any time, shook hands and departed.

The purchasing agent, in recalling the incident, said, "Well . . . I decided this man was making what would go down on his daily sales report as a 'Goodwill Call.' The only trouble was that I didn't know his name. I didn't know the name of the company he worked for. I didn't have the slightest idea what he sold!"

The salesman who was the dubious hero of this scene represented one of the largest industrials of its kind in the U. S. A., as some research on the part of the purchasing agent later revealed.

There was a day when I would have hesitated to recount such an incident in print for fear of being taken to task for indicating at least by implication that such behavior is typical. But not any more. Perhaps it isn't typical in the sense that it represents average performance, but botched opportunities such as this are, in fact, as common as crab grass. Having once done a job of basic training, we tend to take for granted that our salesmen know their fundamentals, practice their fundamentals, and use reasonable care in periodic review of their fundamentals. It just isn't true.

There's just some basic weakness in human behavior patterns that causes almost all of us to drift away from the rule book . . . to begin to improvise, to do things by ear, to begin to take short-cuts. Suddenly, then, the results are not what they were. If we recognize this to be normal human behavior rather than something that is chargeable to some peculiar weakness of our very own, perhaps our pride will no longer be hurt when a wise teacher or an understanding boss suggests reference to time-tested standards.

In the course of our inquiries among purchasing agents in which we asked them to recall examples of weak and strong sales presentations, we picked up, in the same week, another simple story which makes a nice juxtaposition with the one in the earlier paragraphs.

In this case the buyer mentioned one Warren Williams of the ABC Manufacturing Co. (We'll call him that anyway.) as "one of the best men who calls on me." He said:

*How
to start
sales cooking**



*Plug your product in the right outlet... advertise your appliances for any product for the home! in HOUSE BEAUTIFUL, the magazine that numbers among its readers 377,029 home-owners; 302,653 families who plan to build, and 50,000 persons in retail trades.

*House Beautiful
sells both sides
of the counter*

"Williams began to seek our business about two years ago. He's made perhaps a dozen calls on me in that time. He's getting a little more business from us on almost every call. He was in again last week.

"When he entered my office he did as he always does: He promptly told me his name. He told me the name of the company he works for. He described its line of business. And at the same time he placed his business card in my hand.

"I said, 'Good heavens, Williams, you don't have to introduce yourself to me! I know you. I know what we're buying from you'.

"Williams grinned and nodded. Then he said, 'That's fine and dandy. I'm pleased that you do remember me. But I can never assume that a man *does* remember me until he gives me clear evidence by mentioning both my name and my company name. So no matter how often I call, or how often I have to do it, I always start out the same way. Who am I? What's my company? What do I sell? . . . and there's the card to make another visual impression. I know darned well I can't do business with anyone so long as I'm Mr. Anonymous'."

* * * *

You probably feel as I do—embarrassed and chagrined over the first salesman's performance. You'd like to think it is no longer necessary to have to remind any man who's been on the job more than two months about the need for accomplishing a proper introduction when he gets into the buyer's office. You'd like to think all salesmen have enough horse-sense to realize that a purchasing agent who sees hundreds of salesmen every fortnight just can't keep them all sorted out in his mind, even if they've called on many previous occasions. 'Tain't so.

We're not, of course, really talking about this one simple detail of the technique of making oneself known to the prospect. We're talking about the need for continuous and systematic review of the A-B-C fundamentals of salesmanship. Let's forget for the moment all those more advanced and specialized skills that make star salesmen and concentrate on the multitude of orders lost every single day because salesmen forget to observe the basic rules in Chapter I of every textbook on selling.

I am convinced that no matter what professional field we may be in, we cannot for long maintain a high level of efficiency in performance without providing, somehow, for this continuous and systematic review of our A-B-C's, a periodic re-measuring of our performance against those A-B-C's, a purposeful pulling back to the line wherever we've drifted away.

I think of a story about Bobby Jones, one of the great golfers of all time. Following his victory in the English Open and Amateur Championships, a friend one day found Jones out on the course playing golf with his old teacher.

The friend said, "Well, Bobby, now that you're the greatest golfer in the world, you don't need him any more, do you?"

To which Jones replied, "I just have him along to be sure I'm doing the things I know I should be doing."

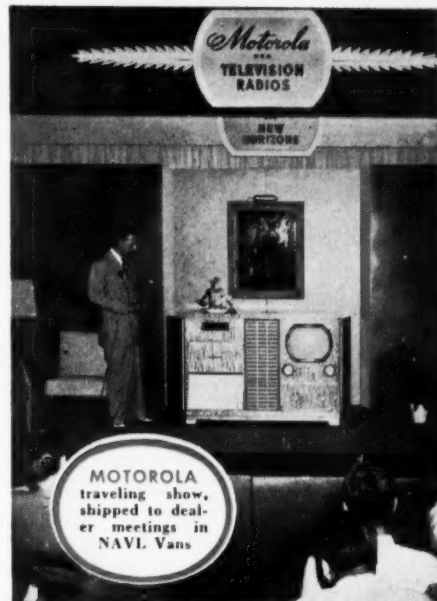
Even as he sat on top of the world of golfdom, Bobby Jones was acutely aware of the danger of drifting away from the fundamentals.

A man's attitude toward his own knowledge and practice of the A-B-C's of his trade is, it seems to me, a fairly good index of his maturity and professional soundness. Like Bobby Jones, the salesman who wants to maintain a high level of performance and increase his capacity, can never afford to come to the place where he despises the old dog-eared primer.

A. R. HAHN
Managing Editor.

Move Exhibits

QUICKLY...SAFELY
with North American
Padded Van Service!



"NO CRATING . . . NO DELAYS
when you ship trade show exhibits by padded van," says George Benckenstein of Product Presentation, noted display builders who created this Motorola setup. "Crates add needless cost. You're money and time ahead, the safe North American Van Lines way."

Get This New Brochure

Just out: practical illustrated brochure on moving your trade show exhibits. See classified phone book for nearest North American agent—or write us. Call North American too, for dependable moving of household goods, office or plant equipment. It costs no more to enjoy superior NAVL service.



NORTH AMERICAN VAN LINES, Inc.
Dept. 5M4, P.O. Box 988
Fort Wayne, Indiana



America's Leader in Long-Distance Moving

North American
VAN LINES, Inc.

Detroit

M

means


B

usiness.....

Up, Up, UP goes automobile production — setting new records week after week! Up, Up, UP goes employment — with more than a million workers in the Detroit market employed full-time and overtime, and many plants working double shifts!

What a fabulous market Detroit is! And how economically you can "tap" its 4-billion dollar retail business through THE DETROIT NEWS alone! The News delivers the most readers, with the highest weekday circulation in Detroit newspaper history! The News gets results, too, carrying nearly as much advertising linage as both other Detroit papers combined. To sell Detroit, USE THE NEWS!

BIG BUSINESS!



453,684
Weekdays

565,658
Sundays

Highest weekday and Sunday circulation in Detroit News' history!

A.B.C. Figures
for 6-months period ending
March 31, 1950



THE DETROIT NEWS
The Home Newspaper

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

Adventure With Ivory

By LIONEL B. MOSES • Vice-President, Parade Publication, Inc.*

A national advertiser enjoys some extra dividends from his advertising, all because someone spotted an opportunity to build a consumer contest for one line into a chain store promotion built around a range of wash-day needs.

An old story I have always liked is that one about the farmer who refused to buy a book, in spite of the salesman's assurance that after reading it he could operate his farm more successfully. "There ain't no need for me to buy a book," the farmer replied. "I ain't farming now half as good as I know how to."

Far be it from me to laugh at the farmer. There but for the grace of God go I—or you, or practically anybody either of us can name. Advertisers, their salesmen, the dealers who sell advertised products, have seen proof, again and again and again, that when the sales-building power of advertising is used—used "half as good as we know how to"—the user reaps rich rewards. Why, then, is this power used so seldom, or so ineffectively?

One obvious hurdle is the staggering number of items retailers have to think about, and the many details they have to handle in connection with each item. They cannot give any one product, or any one advertising campaign, the time, thought and effort required to harness this sales-building power . . . but they will do what needs to be done if convinced that there is worthwhile profit in it for them, and if the advertiser's salesman presents a well-thought-out plan enabling them to give merchandising support at the retail level without neglecting other more important duties. In short, they will support the manufacturer's advertising if the salesman does a good selling job—selling sales and profits instead of just selling merchandise. "Nothing happens until somebody sells something."

There may be a product in grocery stores which is discussed more than soap, but if there is I haven't found it. Tell any grocer that he can make a highly satisfactory profit by giving active support to an advertising campaign on soap . . . well, just try it once, and you'll see what I mean. Store traffic? Yes. Dollar volume. Yes. Profit? No, a thousand times no!

Yet, actually, there are few big

advertising campaigns on soap which do not carry opportunities for very gratifying profits to the grocer who uses the power to build sales and profits, instead of refusing to use the power because he doesn't like the mark-up. If I may be permitted to use a brand new expression, grocers don't see the nourishing doughnut because they keep looking at the hole.

If you can spare a few minutes, I'd like to tell you what happened 16 years ago when a great chain store organization harnessed a soap campaign to a profit-making idea. I believe the report is worth that much of any sales manager's time because the basic idea spells Opportunity for advertisers and distributors in 1950, just as it did in 1934—not for soap alone, not for grocers alone, but for

Another Ivory Soap "win-a-car" contest

FREE 10 MORE NEW PLYMOUTH

DELUXE SEDANS

and 660 other valuable prizes



WIN ONE OF THESE NEW 1934 PLYMOUTH DELUXE SEDANS WITH HYDRAULIC BRAKES SAFETY-STEEL BODY INDIVIDUAL WHEEL SPRINGING POWERED FLOORING POWER

JUST WRITE A LETTER OF 200 WORDS OR LESS ON A SUBJECT YOU PROBABLY KNOW BY HEART . . .

EASY TO WIN

THE 5 BEST USES I HAVE FOUND FOR IVORY SOAP . . . AND WHY!

Prizes: 10 NEW 1934 PLYMOUTH DELUXE SEDANS TO INDIVIDUALS; 660 OTHER VALUABLE PRIZES TO GROCERS.

RULES

THIS CONTEST CLOSING JULY 8TH

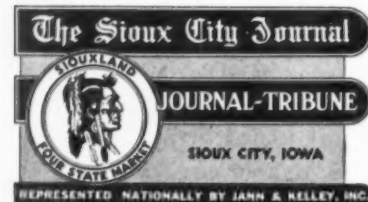
*This is the eleventh of a group of articles by Mr. Moses. Earlier articles have appeared in each first-of-month issue since October 1, 1949.—The Editors.

IT SUGGESTED A TIE-UP: When Procter & Gamble repeated a successful soap contest, Kroger was induced to build it into a wash-day promotion featuring a related-product group. The volume increases made sales history. Idea still works.



Total farm income of Siouxland, the 56-county Sioux City, Iowa, market was \$970,000,000 in 1949 according to Sales Management's 1950 Survey of Buying Power. Sioux City is one of the top three cattle and hog markets in the nation. It is also an important manufacturing, wholesale and retail center. Its diversity in sources of income from farm, stockyards and factory gives it a basic soundness of economy equaled by few other sections of the country.

Your sales message cannot reach this market by utilizing any medium or combination of mediums with anything like the effectiveness or completeness afforded by Sioux City's newspapers.



Business urged to help sell America to 28,000,000 pupils

CHICAGO:—American business can back up the work of more than 1,000,000 public school teachers and school executives in combatting communist propaganda by teaching democratic principles, according to Georgia C. Rawson, Executive Vice President of State Teachers Magazines, Inc.

"Many companies," says Miss Rawson, "in addition to selling their own products and services to people in the educational field, can use their advertising to highlight the fundamental principles of our democracy. More directly, businesses are already offering an increasing amount of material for classroom use."

Miss Rawson cites the thousands of requests for teaching material that have been received from readers of State Teachers Magazines. "These are dramatic proof that teachers welcome the right kind of material for classroom use and will request it when it is offered in their State Teachers Magazine."

The detailed story of the educational field as America's great "influence market" is available in a 12-page, file size folder. It's free. Write for it to Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 309 N. Michigan Avenue, Chicago 1, Ill.

campaigns for all sorts of products, marketed through all sorts of outlets.

In May, 1934, Fred Pitcher and I were having one of our many jam sessions, discussing ways and means for building up sales on Kroger-manufactured items, that being Fred's responsibility in the Kroger Sales Department. Selling private label items to Kroger's own buyers, to say nothing of selling them to Mrs. Consumer, wasn't an easy assignment even in those pre-self-service days. It is a far tougher assignment now—but that's another story.

Soap Carries the Ball

We talked about this and that, but I didn't get a spark until Fred mentioned their laundry items: Kroger's Avalon Starch, Avalon Bluing, Avalon Ammonia. "That one rings a bell," I told him. "I think we have a builder-upper for you. Let's go see Hal DeCoursey" . . . Mr. DeCoursey, now division manager at St. Louis, directing the operations of eight Kroger branches, was then assistant general sales manager at the Cincinnati general office.

Procter & Gamble was running a contest campaign, giving automobiles to people who told, in 200 words or less, "the five best uses I have found for Ivory Soap—and why." Then P&G added a very smart hook. Ten automobiles were given away, but people who bought Ivory Soap got only five of them. The other five went to retailers who sold them the soap! *Smart!*

The May campaign was so successful that they were going to repeat it in June, and I felt sure we could get a lot of extra sales for our advertiser in Kroger stores by giving Avalon a free piggy-back ride.

On June 6, Mr. DeCoursey sent out an inter-branch bulletin. He put it on the red "urgent" form. These red bulletins from the general office said: "This communication must be handled just as promptly as though it were a telegram." It didn't say "or else," but branch personnel got the general idea.

The bulletin was headlined "P&G National Advertising Tie-Up," and advised all branches that prominent combination displays were to be set up featuring Ivory, P&G Soap and Chipso, together with Avalon Bluing, Avalon Ammonia, Avalon Starch, and Clothes Pins. The bulletin closed with this paragraph:

"Incidentally, this is probably the most complete tie-up we've had on a national promotion. P&G are promoting a contest that proved so phenomenally successful in May

that they are continuing it for June . . . and to further develop sales possibilities, we have a sound and practical sales-producing merchandising idea, fully explained in a portfolio which should reach you not later than Monday, June 11 . . ."

The portfolio, approved by Mr. DeCoursey and Mr. Pitcher, then by General Office Merchandising Department, gave A-1 priority to the fact that each store manager had a real chance to win a free DeLuxe Plymouth Sedan if he and his store personnel *talked this sale up to every customer* during the contest period.

Branch managers were urged to plant this conviction firmly in the mind of each store manager, to assure big increases on the Avalon items as well as on P&G products.

Managers were reminded that women are "laundry-minded" at the beginning of the week, when sales are needed most.

They were told that by starting a friendly discussion on "the five best uses for Ivory Soap," explaining their mutual interest in going after one of those free automobiles, they could create a feeling of friendly neighborliness—one of the most valuable (and most badly needed) assets for a chain store manager.

The opportunity to build more store traffic was pointed out—encouraging word-of-mouth advertising, one woman to another, by these discussions of the best uses for Ivory Soap.

Finally, the portfolio suggested specific *selling words*, to be used with every customer. As thousands of salesmen and retailers know, this is something I have been urging for more than 20 years—and I do not agree with those who tell me the opportunity died when self-service was born; but we needn't go into that now. The "selling words" recommended for that P&G-Avalon promotion were:





If you want to sell
Washington State,
you've got to

think
Twice
about
TACOMA

where the
News Tribune
ALONE
gives you
adequate
impact!

Here's how daily newspapers
rank in coverage of
Tacoma-Pierce County

Tacoma News Tribune	96%
Seattle Morning Paper	11%
Seattle Evening Paper	3%

For complete details, see
SAWYER, FERGUSON, WALKER CO.

The
TACOMA
News Tribune



FOUR BARS OF IVORY FOR 19c
AND YOU MAY WIN AN AUTOMOBILE.

The highlights of this portfolio—actually a six-page sales manual—are reported here because I think every salesman should know that a lot of work is involved if he expects to get active cooperation for his advertising campaign from important retail groups. This merchandising plan was thoroughly worked out and followed through.

Did it pay off?

The Payoff

On August 17, 1934, Mr. De-Courcey wrote: "The percentage of increase in sales was as follows: Ivory Soap, 300%; Chipso, 400%; P&G Soap, 500%."

And in a letter dated September 13, 1934, Fred Pitcher said: "You will be interested to know that our ammonia sales (which had been showing signs of weakness) jumped to nearly four times the volume of the previous June, and are still nearly three times last year's figure . . . so let's have some more suggestions."

There was another gratifying result. Among all Kroger branches, none showed keener interest in this promotion than the branch at Detroit. Ed Abdo, the buyer, and Fred Sturmer, the sales manager, really gave it the gun. A store manager in the Detroit branch was one of the five retailers in the United States who got a free DeLuxe Plymouth Sedan.

That was in 1934. What is the situation in 1950? What about opportunity today for salesmen who are merchandising "Contest Campaigns?" Can they show retailers how to use this power and make it produce more store traffic, build stronger and more friendly customer-relations, increase sales on related items as well as on the salesman's product, and help the campaign to produce the results it was planned to accomplish?

The opportunities were never better. Give-away programs on the radio aren't quite so hot as they were a year ago, but the percentage loss on Nielsen ratings is just about compensated by the increased number of radio homes. And coupon returns on contest campaigns in magazines and newspapers supply proof that the public's hunger for "something for nothing" was never keener than it is today.

Any one of a thousand salesmen, working for any company now running a contest campaign, can adapt this 1934 operation to his own selling problem, and if he will think it through, then follow it through, he can make it sing.



If you want to sell
Washington State,
you've got to

think
Twice
about
TACOMA

where the
News Tribune
ALONE
gives you
adequate
impact!

Here's how daily newspapers
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Tacoma-Pierce County

Tacoma News Tribune	96%
Seattle Morning Paper	11%
Seattle Evening Paper	3%

For complete details, see
SAWYER, FERGUSON, WALKER CO.

The
TACOMA
News Tribune





Mystik gets it up!

* When we print your ad on "self-stik" MYSTIK, it's ready to be put up with a touch That means more point-of-sale advertising . . . less waste. And MYSTIK gets the best spots . . . cash registers, counter tops and fronts, store doors or right on your product.

We will print and die-cut MYSTIK to give you attractive and useful point-of-sale plaques, shelf strips, two-way door signs, product identification and price labels, can and bottle holder plaques and projection displays.

MYSTIK is just part of CHICAGO SHOW Printing Company's full line of point-of-sale services and merchandising aids from a creative art department to complete facilities for printing, lithographing and distribution.

FREE—Write for sample and new book, "39 Ways to Use MYSTIK." Also idea book on cardboard and other displays of every kind.

... and up go sales!



*Self-Stik
Point-of-Sale
Advertising*

CHICAGO SHOW } PRINTING COMPANY • 2660 NORTH KILDARE • CHICAGO 39, ILLINOIS • IN NEW YORK 1775 BROADWAY
OFFICES IN PRINCIPAL CITIES

FLOOR SPACE ADVERTISING is achieved with the use of the new Redfern Rubber Mats. The design and lettering are hand cut and inlaid the entire depth of the mat. It is claimed that the mat can be kept in use for 20 years with no loss of advertising value. Exact facsimiles of trademarks permit a quick visual tie-in with over-all promotional campaigns. Smaller editions are used for counter advertising. Marketed by Perfo Mat & Rubber Co., Inc., New York City.



BILLBOARD-TYPE DISPLAY BOX is being utilized by the Washburn Co. for its line of stainless steel outdoor cooking equipment. It is made of strong corrugated board and is printed in ebony black on a light yellow surface. Objective of the packaging plan is to increase the retailer's unit of sale—to move several related, impulse-purchased items in each sales transaction, where usually only one is sold. Made by The Hinde & Dauch Paper Co., Sandusky, Ohio.

Display Angles



PLASTIC ILLUMINATED SIGN is being used by Beatrice Foods Co. to advertise Meadow Gold brand ice cream. Employs plastic in a new manner, resulting, among other things, in a sign equally as effective during the day as at night. The diffused lighting is another of its features. The cartouche, done in white, is also illuminated. Created by Kay, Inc., New York City.

WINDOW SHOPPING is now a reality. By the use of "Scotch" sound recording tape in an easy-to-operate device called the "Tell-It-To," shoppers can order items in a window display. It may be kept in operation evenings, Sundays and holidays. Tested in Lewis & Conger, N.Y.C., and in other major cities. Produced by L. A. Darling Co., Bronson, Mich.

Engineers Reverse Sagging Sales By Talking Prospect Benefits

Based on an interview by Lester B. Colby with
W. E. THOMAS
Vice-president in Charge of Sales, Magnaflux Corp.

Volume leaped 80% in two years as a result of a training plan designed to develop sales skills in men whose formal schooling had been concentrated on "nuts and bolts."

Magnaflux Corp., Chicago, manufactures equipment used in what is called non-destructive testing. Employing black light, fluorescence, magnetic particles, ultrasonic sound waves, and other scientific tricks which to the lay mind seem to border on wizardry, it has developed eyes and ears that have an uncanny ability to dig deep for hidden flaws. These devices are used mainly in the metals and ceramic fields.

The purposes of such inspections are wide and varied. Basically, they may save the original manufacturer much money because he can reject defective materials before going to the expense of finishing them, and he gets fewer rejections at final inspection.

The user profits because he has fewer breakdowns. In the airplane, railroad and automotive fields such testing can save costly or fatal accidents.

Magnaflux was born in 1929 as the result of laboratory know-how born in the minds of A. V. de Forest, a professor at M. I. T., who was also a consulting engineer, and F. B. Doane, of the Pittsburgh Testing Laboratory, a chemical engineer who had the gift of salesmanship.

"The company grew steadily, but conservatively, until 1939," says W. E. Thomas, vice-president in charge of sales. "Then, suddenly, with the outbreak of war in Europe and our own frenzied preparations for partici-

pation in it, demands for Magnaflux equipment zoomed. The United States Government, seeing the need for preventing breakdowns in war machinery, specified such testing on many airplane, automotive and ordnance parts.


"Our sales force bubbled and boiled over. All we needed in our salesmen was ability to give technical help to our prospects and customers. Selling was done for us. Our big job was production, not sales promotion."

"Then, just as suddenly, the bottom dropped out. Manufacturers everywhere turned to peace-time production and they had a vacuum to fill. All too often small attention was paid to perfection of manufacture. Everything went. Parts that in other times would be rejected and thrown out were passed and used."

"Magnaflux production went into a nose dive. Sales, in 1947, hit a low of about 20% of our 1944 peak, and at that time a change set in. Seeing the change from recommending equip-

MAGNAFLUX engineers often must start by selling an idea, in this instance how to detect hidden flaws in metal parts. What are user benefits? Magnaflux sales engineers learn to state them in ways to fit the prospect's understanding of the problem.





some dogs never heard of pet food

Sheer population, canine or human, is no infallible index to sales potentials for pet food. Not when the average family in New York City (where only 126 out of every 1,000 families own dogs) buys about the same amount of pet food a year as the average family in another part of the country where *there are over 500 dog-owning families in every 1,000.*


In still another region, to make population criteria even more baffling, the average family buys *almost four times as much*—even though only 348 out of every 1,000 families number dogs in their households.

Sales potential, for pet food or anything else, is a product of many factors. Some of them may be obvious, others complex—but *all* of them are part and parcel of the markets in which you sell and the people who live there.

The one advertising medium which is equally part and parcel of its market and its people is the daily newspaper.

Its lifeblood is news of its people—and ads of the goods they buy in their stores. It's the ideal place for *your* advertising, too, when your aim is to concentrate on the likeliest markets for your product and to make the most of the fact that

All Business Is Local

 **Bureau of Advertising** of the American Newspaper Publishers Association, Inc. is in business to help you make your advertising more productive. Call or write us at 570 Lexington Ave., New York 22; 360 North Michigan Ave., Chicago 1, or 240 Montgomery St., San Francisco 4. Or ask for your copy of the booklet, "Services Available to Advertisers."

Sponsored by **The Dallas Morning News** in the interest of more effective advertising.

Advertising for Commercial Credit



Manufacturers and wholesalers have used their Commercial Financing Plan to a total of over a BILLION DOLLARS in five years.

Primary Source of leads is ads in magazines—plus substantial and consistent direct mail.

Since 1943, advertising for Commercial Credit's Commercial Financing Division has been planned and executed by

Van Sant, Dugdale

Advertising Since 1912
BALTIMORE

Write... Wire... Call Today

ILLUSTRAVOX

SOUND SLIDEFILM PROJECTORS

Thousands still in use after ten years' service!

Over 70% of all sound slidefilm projectors now in use are Illustravox. No other manufacturer can match this sales and service record! For details on new automatic models write ILLUSTRAVOX, 2149 Bueter Road, Fort Wayne 4, Indiana.

DIVISION OF THE **Magnavox** COMPANY

ment to be bought, to creating a want and selling it, we reorganized our sales staff. We released a number of men, hired during the war rush, who had no aptitude for our business, or who were not sales minded. We had an immediate choice to make. We could hire salesmen and make engineers of them or we could hire engineers and train them to be salesmen.

It's Industrial Selling

"Our selling is strictly industrial selling. We have no dealers. We do our selling through six branch offices, in New York, Chicago, Detroit, Los Angeles, Cleveland and Dallas. We have 18 salesmen, all of whom are engineering graduates, calling on steel mills, aircraft and engine manufacturers, railroads, automobile plants, tool makers, utilities, refineries, etc. Their first responsibility is to know our business, equipment, and technical methods thoroughly, and to know the needs of our prospects and customers. So they first are engineers. But we live on new business, and so in addition they must be salesmen. It is not a common combination. We believed that we could make better salesmen out of our engineers than we could make engineers out of experienced salesmen whom we might have hired.

"Our method was to have the branch managers in our offices teach sales methods to the engineers under them. But many of the managers were either not finished salesmen themselves, or were not capable of teaching what they knew.

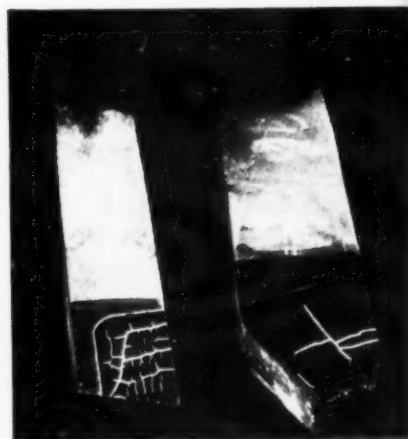
"We felt that here was a job for a specialist in sales training. Our business requires specialists—why should not the complex business of teaching the art of persuasion and handling of people require a specialist as well?"

In 1948, when business was at a low ebb for the company, according to Mr. Thomas, a formal program was started to add strengthened sales capacity to the presentation of engineering techniques of Magnaflux representatives. Training in salesmanship, developed by B. Franklin Bills and Associates, sales consultants of Chicago, was instituted. Mr. Thomas states:

"Announcement first was made to the men that at our annual sales convention we would have, on the program, a three-day presentation (in the afternoons) of basic and advanced techniques in selling. Associates and I had earlier attended a clinic for sales managers conducted by B. Franklin Bills, and had verified that his approach was substantial and not superficial.

"However, our engineers were up in arms when the announcement was made that such was the plan for the convention. Yet, by afternoon of the first day, they recognized that selling as presented by Mr. Bills, was an art and that it bordered in many respects on being a science. They perceived," Mr. Thomas pointed out, "that there could be professional selling as well as professional engineering.

"We followed this introductory convention program," Mr. Thomas continued, "with a series of reading by Mr. Bills. Check-ups were made on our understanding by true and false questions and multiple choice statements. Practical problems and our presentation solutions, as related to our particular selling situations proved to be very valuable.



UNUSUAL PROSPECTS: Magnaflux sales engineers call on sales managers of prospects. Reason: They may recommend equipment to detect cracks (white lines above) before parts fail—in their customers hands and become a sales headache. Training widens horizons.

SALES MANAGEMENT

"These readings," Mr. Thomas explained, "comprise 26 releases which are mailed out semi-monthly to our men in the field. We immediately subscribe for them for our newly hired men."



DAMAGE SUIT? Perhaps. White line in center indicates cracked bus front spindle. Precautions avoid many losses.

The program is still going on, and there isn't a man-jack on the staff who isn't sold on sales training. Why? Magnaflux sales in two years have jumped almost 80%.

Unit sales by Magnaflux run from \$500 to \$25,000 so it can be rather important whether or not a deal is muffed. One salesman, toward the end of 1949, attached a note with an order. He said:

"Thank God for that sales course. Without it I never could have gotten this order."

What really happened, according to Mr. Thomas, is this:

1. Through the program, a group of highly individualistic salesmen, each with his own ideas on how to meet the prospect, was welded into a unit organized to go out and do a complete job of selling.

2. Each man had a logical story with an engineering, technical approach to the job to be done and how to do it, *plus a sound psychological approach* perfected through sales training.

The course emphasizes the importance of "knowing before going," of sizing up the prospect. Is he a slow thinker, or fast? The engineer-salesman must tune himself to the buyer's tempo.

Is he informed or uninformed on the subject to be discussed? Handle the interview accordingly—with respect and consideration either way.

If the prospect is uninformed give him the information he needs, but with finesse. Never talk down to him.

Similarly, even though the production manager or plant supervisor, whom we most often interview, is technically trained, he may be creative and imaginative, that is, he may be the intellectual type; or, he may be a professional in his way of thinking: more or less rigid and imitative in his reasoning, that is to say, following established formulas. "So," Mr. Thomas emphasized, "the appeals in our presentations are organized differently for the different mental make-ups encountered."

Mr. Thomas added: "Sometimes, too, the party to be seen may be fairly evenly balanced in his reactions to sensation, reason and emotion. In this case, the organization of selling points and facts follows what is known as The Bills Solicitation Pattern."

"Now and then we encounter the sophisticate, the emotional and, frequently, the negative. For them, too," Mr. Thomas stated, "different organization procedures are followed—always with the underlying aim of holding back the prospect's 'No' until, by other steps, he is conditioned for a 'Yes.'"

"Selling, it was recognized by our engineers, who are now willing to call themselves 'sales engineers,'" Mr. Thomas said, "should be kept, and can be kept, on as high a professional plane as engineering—selling of a *consultation* nature rather than of a high-pressure character."

Remember, always, the prospect can't possibly know your deal the way you do, the sales engineer is told. Qualify yourself as an informed salesman—as a sales *engineer*; qualify your proposition. Remember, the prospect isn't interested in the history of your firm, the year it was founded,





FIRST IN THE QUAD CITIES

In Davenport, Rock Island, Moline and East Moline is the richest concentration of diversified industry between Chicago, Minneapolis, St. Louis and Omaha. The Quad Cities are the trading center for a prosperous two-state agricultural area. Retail sales, total buying and per capita income rate higher than the national average, according to Sales Management.

WOC-AM	WOC-FM
5,000 W.	47 Kw.
1420 Kc.	103.7 Mc.

WOC delivers this rich market to NBC Network, national spot and local advertisers... with 70 to 100% BMB penetration in the two-county Quad City area... 10 to 100% in adjacent counties.

WOC-TV
CHANNEL 5
22.9 Kw. Video
12.5 Kw. Audio

On the Quad Cities' first TV station NBC Network (non-interconnected), local and film programs reach more than 11,000 Quad Cities' sets... hundreds more in a 75 air-mile radius.

Basic NBC Affiliate

Col. B. J. Palmer, President
Ernest Sanders, General Manager



Davenport, Iowa
Free & Peters, Inc.
Exclusive National Representatives

whether or not the founder wore a full beard. He is interested in just one thing—what the item you are selling *will do for him*.

The good salesman may spend five, ten, or maybe twenty times as much time informing himself on the prospect's needs as he will spend in the prospect's presence. The salesman won't get far by telling a prospect he ought to have this or ought to have that. Tell him *why* he should have it; *confirm* his need for it. One very convincing argument is to have figures at hand to *prove savings in dollars* made by some company in a similar line after installing this equipment.

The parallel case, with proven savings, is always a good "opener." Get to it quickly. Tell how and why it worked savings. And have another parallel case up your sleeve to use during the closing moments of your presentation. Nothing is more convincing than evidence of dollars saved. Never neglect that dollar talk.

Appeal Comes First

Remember these things: The *appeal* comes first. In selling to technical men it need not be emotional; better base it on reason and logic. Then:

1. State the *proposition* very clearly.
2. Flash back to the *appeal*. That's the reason why to buy.
3. Have at your tongue's tip a sound, practical illustration of the piece of equipment you have in mind for this particular prospect. This means that you must have studied his needs before you call on him.
4. In other words, be organized on what you are going to offer.

Magnaflux sales engineers often have to start by *selling an idea*. It may be the idea of making a survey of the prospect's problems. This may unearth a number of problems, some of which the prospect may not previously have even suspected. They may multiply the sales potentials in a single plant. Selling Magnaflux is not a knock, sell and run proposition. Often a sale may take numerous calls before closing. So approach, suggestion, explanation, confirmation and an adroit closing are all of importance. He is a respected engineer and a persuasive salesman who can say something like this convincingly and with evidence to prove his statement: "The Blank Manufacturing Co. was losing 5% of its production before it put in Magnaflux. After that its losses dropped to only 2%."

Or he may say:

"Stopping leaks and losses is our job. Leaks and losses save dollars."

"Our sales training program has gone a lot farther than merely man-to-man selling," says Mr. Thomas. "The selling quality of our sales letters has improved at least 50%. We constantly use a step-by-step formula aimed to create interest and help get the sale. Before we entered into this program there was often very little, sometimes no selling effort at all in our letter."

Letters today are remindful and to the point. The opening sentence of a sample current letter may read like this:

"When I was in your plant last week, Mr. Stone, we found the situation so-and-so and we agreed that if we did so-and-so you would get these results..."

The results are then reviewed.

Before the Magnaflux engineer dug into the sales problems of his job through this sales course he likely would have written his entire letter around the technical aspects of the machine. Now he goes light on the technical end but slams down hard on what it will do for the prospect.

"The engineer's mind is, first of all, technical," says Mr. Thomas. "We have to turn him around and make him increasingly conscious of his selling responsibilities."

It Takes Three Years

Magnaflux' salesmen are young. Their average age is only 30 years. Their service with the company averages about five years. When a man is added to the staff he is given six months training in the plant, laboratories, and in the home office, plus the sales training course by mail at his home, with personal check-ups, as often as is practical, by Bills and Associates. Then he is sent into the field under an experienced branch manager. Mr. Thomas thinks it takes three years to turn out a finished salesman. Candidates are carefully selected from graduate engineers just out of college. The selection procedure includes a battery of personality, knowledge, and aptitude tests given by the Personnel Laboratory of Chicago.

"The buying spree is over," says Mr. Thomas. "Buyers are once more shopping for quality. Today, and this may surprise you, we are getting some good results by contacting the manufacturer's *sales manager* before we talk to his production manager. But the reason is logical. The sales manager is anxious to have good products

to sell. The production manager is likely to be allergic to testing, which he feels turns up for rejection products which 'might get by.'

"Our engineer-salesmen today must be prepared to convince management from the top down, and the production department as well, that finding flaws early in the process of manufacture saves money. Any thinking man will spend a little to save a lot—especially a lot of dollars. A sound sales training program, such as we have in operation, will unquestionably be worth many times its cost in training any salesman to do that 'convincing' better—at lower cost."

"Sell-A-Vision" Pumps Sales with Gasoline

Point-of-purchase power for service stations via lighted messages

A new gasoline pump which sells as it serves has been introduced by the Gilbert & Barker Manufacturing Co., West Springfield, Mass.

Mounted by an illuminated moving advertising message, the "Sell-A-Vision" pump has been designed as a point-of-purchase sales stimulant at the service station. It is expected to increase sales of oil and accessory products by carrying such messages as "How's your oil?" and "Have you had your check-up?"

The "Sell-A-Vision" feature is housed in a dome which is designed as an integral part of the pump. As many as 55 characters can be accommodated on its tape, which repeats its sales message five times a minute. The message attracts the attention of the motorist, both when he approaches the station and while at the pump island. The tapes are opaque and are made of plastic impregnated fabric. They may be changed for new messages at any time.

The company, a subsidiary of Standard Oil Company of New Jersey, expects to start volume production of the "Sell-A-Vision" pump this summer.

RUN of PAPER FULL COLOR now available in BUFFALO

DAILY... Black and 1, 2 or 3 additional colors.

SUNDAY... Black and one color.

For
Details
Contact



You're invited to this
INVESTIGATION

The more you investigate...the more Miami looms up as a profitable market. The more you investigate, WIOD will be your selection to **SELL** your products and services.

For The Details... Call Our Rep
George P. Hollingbery Co.

James M. LeGate, General Manager
5,000 WATTS • 610 KC • NBC

Rising Stardust Sales Via Unique Promotion

Bra sales multiplied in
"double - your - money -
back" offer.

An innovation, unique in the apparel industry, sold more brassieres for Stardust, Inc., between May 22 and June 3 than were sold during the three preceding months.

The results of the successful promotion have been revealed by Kenneth Felder, sales manager of the

company, who was responsible for the "double-your-money-back" offer. This merchandising idea, considered to be the first ever effected nationally in the soft goods field, is reported an outstanding success in every respect: merchandise shipments made by the manufacturer; retail sales; store tie-in advertising lineage and promotion; consumer reaction.

A full-page advertisement in the May 22 issue of *Life*, plus local store newspaper ads and point-of-sale displays, announced the unconditional offer that double the \$1 purchase price would be returned if the

item were unsatisfactory in any way. Announcement to the trade was made long in advance of the ad break in a separate campaign.

Evaluating the success of the promotion from the manufacturer's stock position, the company reports that it shipped 167% more bras during the four-week period preceding the *Life* advertisement than in the same period a year ago.

Equally gratifying were the results reported by a large group of stores participating in the event. A survey disclosed that 76% of the stores had "excellent" sales response; 18% described sales as "above average"; 6% reported "no noticeable change" in their sales of Stardust Style 321 bra during the fortnight. A number of stores that reported sell-outs re-ordered on the first day of the sale, and before two weeks were up 50% of all participating stores had to replenish their stock to meet further consumer demand.

Linage Zooms

Newspaper advertising lineage on Stardust bras increased 180% during the offer, above figures for the previous two months. For window and interior displays, stores used over a million pieces of promotion materials, including sales girls' badges, streamers, pennants, and counter cards.

The question of returns — how many women would return the bras to get double their money back — was naturally the key consideration. Prior to this event, no precedent in the intimate apparel field was available to fall back on. The results of this phase of the promotion were happy for Stardust. Despite the fact that over 1,000,000 bras were put on sale by stores from coast to coast, only 35 consumers returned their purchases asking for double their money back. The percentage of returns, thus, was less than one-thousandth of 1%.

SURVEY CORRECTION

Due to a printer's error the Radio Groupe Trans-Quebec advertisement, page 600, lists the basic group as station CKAC Montreal, Quebec and Jonquiere. The basic setup of this group which covers 80% of the Quebec market consists of CKAC, Montreal; CHRC, Quebec; CKRS, Jonquiere. Member stations are CHNC, New Carlisle; CKBL, Matane; CJEM, Edmundston, N.B.; CKVM, Ville-Marie; CKLD, Thetford Mines, Que.

SALES MANAGEMENT

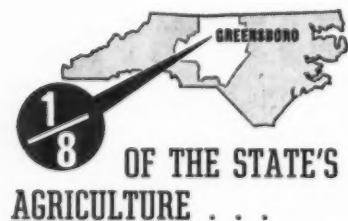
Sales come easier . . . in the **Growing Greensboro Market** **WHERE YOU GET A BIG SLICE OF NORTH CAROLINA** **BUSINESS . . . IN THE SOUTH'S* LEADING STATE!**



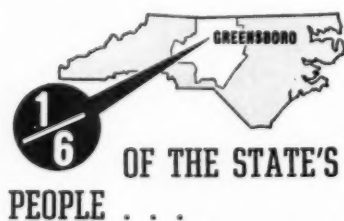
are made in the compact
Greensboro 12-County Retail
Trading Zone!



are made in the rich, industrial
Greensboro 12-County Retail
Trading Area!



is centered in the prosperous
12-County area around Greens-
boro!



live in the 12 productive coun-
ties served by our 92,000 circu-
lation!

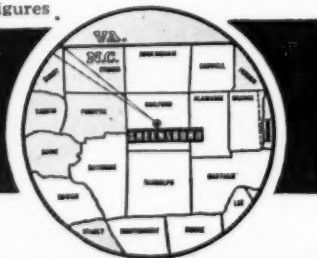
69.98% HOME COVERAGE OF OUR 155,700 FAMILIES!

*12 Southern States East of the Mississippi River

Sales Management Figures Manufacturers Record Figures

Greensboro
News and Record

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives

INCREASE SALESMEN'S PRODUCTIVITY

By adjusting sales effort
to shifting potentials

Proven forecasting methods can now keep your sales quotas and territories abreast of changing sales potentials. The Econometric Institute can provide—and interpret in terms of *your* specific operation—accurate predictions on:

**The trend of
national income.**

**Variations in
income after taxes.**

**Discretionary
purchasing power
after subsistence
costs are met.**

**What share of
purchasing power
your industry will get.**

**How much of your
industry's share
you should get.**

**What percentage
of your total
should come from
each market or territory.**

Our national and local forecasts can be applied to your own sales records in apportioning selling effort for maximum results. The cost? Extremely small:

Retail Trade Forecasts
(monthly) . . . \$250 a year
Economic Measures
(weekly letter) . . . \$500 a year
Quarterly
consultations . . . \$700 a year
Quarterly forecasts
of your sales . . . \$300 a year
per division

**The
ECONOMETRIC
INSTITUTE**

817 Fifth Ave.
New York 21, N. Y.
TR 9-5100

**"Forecasting Business
is Our Business"**

Test Town U.S.A.: It's South Bend, Ind. Current market data compiled by the Public Relations Department of *The South Bend Tribune* explain why: St. Joseph County (South Bend) and Marshall County were designated by the Bureau of the Census as the two most typical American counties in which to test questions which later were used throughout the country to compile the 1940 Census; the U. S. Health Department used the city alone to conduct its wartime nutrition studies; the Associated Press selected a typical American family living in Plymouth, Marshall County, 30 miles south of South Bend; the Nielsen Co., marketing organization, uses the city as one of its test cities; the Burgoyne Grocery and Drug Index uses it; National Opinion Research Center, the Gallup Poll and other opinion polling organizations use it extensively in their surveys. The study gives market facts and figures on population, buying power, retail sales, newspaper coverage, industrial employment and distribution, magazine circulation and % of family coverage by counties. Listed, too, are leading manufacturers in South Bend and the products they make, and important outlets and their addresses in the city zone. For the whole story write to Clarence Harding, Public Relations Manager, *The South Bend Tribune*, South Bend, Ind.

"The Law on Direct Selling" by J. M. George, general counsel, National Association of Direct Selling Companies (Winona, Minn.). Owners and executives of direct selling companies will find this folder especially useful in correspondence with salespersons and public officials. Salesmen will find it valuable in checking their rights under the law. In more than nine cases out of 10 the salesperson has the law on his side when

an effort is made to have him pay a local license. The folder sells for \$1.00 a hundred copies plus postage. Write to Mr. George.

101 Ways to Get Better Packaging: Useful tips, a package user's evaluation quiz and examples of good packaging are features of a manual put out by W. C. Ritchie and Co. (8850 S. Baltimore Ave., Chicago 17, Ill.) Suggestions for specific use accompany illustrations of various types of folding cartons, setup boxes, transparent packaging, fiber cans and tubes, etc., selected from packages used by prominent manufacturers. Write to George Denning, Sales Manager.

The Overseas Market: McGraw-Hill International Corp. (330 W. 42nd St., New York 18, N. Y.) has published 13 overseas market reports. Among them: 1950 World Motor Census; Export Statistical Area Charts on Latin America, Europe and other areas; U.S. Exports of Materials Handling Equipment to Latin America in 1949; Use of Industrial Films Abroad. For a full list, write to John F. Burke, promotion director.

Southern California Distilled Spirits Market: An analysis made by the Business Research Division of *Los Angeles Herald-Express*. It gives data on how the sale and distribution of liquors in the 11 Southern California counties are best shown by the sales of California State excise stamps. Sales are tabulated county by county from records of the California State Board of Equalization which controls the licensing of liquor sales and collects the tax within the state. Write to Laurence E. Kelley, Promotion Manager.

Help-the-Customer-Buy Policy Lifts Sales for Joyce Dealers

As told to James H. Collins

BY STANLEY TALBOTT*

*Vice-President in Charge of Advertising and Sales Promotion
Joyce, Inc.*

A detailed study of the sales situation at the retail level uncovers much valuable information about buying motives—and about such factors as display and lighting. Results: more volume and less time investment in each transaction.

Even before war's end there was bullying of salespeople. They were told that they had grown soft and would find things different when they had to work under competition. In the buyers' market they would have to learn to sell. It will be remembered that little was said to help them to sell.

The shoe business always has been hotly competitive. Joyce, Inc., expected that it would be among the first to overcome its scarcities. So we took steps to develop a plan that would help our retailers and their salespeople to increase sales volume. The emphasis is on buying—helping the customer to make her purchase without any feeling of sales pressure. It was necessary to get out among our dealers and their salespeople, as well as among Joyce customers, to get basic facts for our own business.

To this end I personally made surveys among women to determine whether the market could purchase more Joyces. I visited various types

*See "They're In the News," p. 43.

of shoe stores and shoe departments and talked with salespeople to discover ways in which selling could be improved. About three months were spent working at fitting-stool level. This resulted in cutting the average shoe sale time from 20 to 13 minutes, through adopting the buying rather than the selling viewpoint.

The surveys led into store lighting, and a great many measurements of foot candles in various locations were taken. Results are astonishing. There is a world of data about factory lighting, what best suits work and the worker, and we have found that it has a direct influence on shoe sales.

Wardrobe Shopping

A survey of feminine shoe wardrobes showed opportunity for increased sales. Housewives, college girls and business women were interviewed and asked for inventories of their shoe wardrobes. We found that shoes are inseparable from hosiery, gowns, handbags and accessories. The basis for buying them is their utility

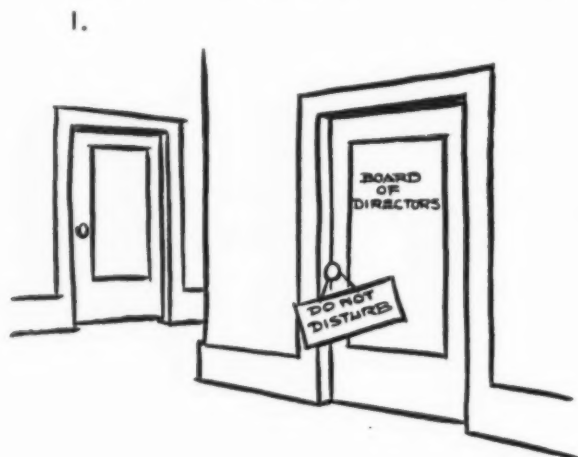
in the wardrobe. Many of the women interviewed had not seen the budgetary advantages in buying for the wardrobe, rather than just another pair of shoes.

This part of the survey took some planning. It was found that door-to-door interviews did not produce sufficient information because housewives were usually busy. However, when they met at that new gathering place, the launderette, they had both time and disposition to chat about shoes. Business women were interviewed in offices. They are interested in the viewpoint of budgetary values because clothes and appearance have economic importance to them.

More and more casual shoes are becoming part of the wardrobe. This includes dressy and casual flats. The California sports influence is still growing, and living generally in this country is becoming more and more comfortable. The logical conclusion: Joyces are becoming more and more part of the picture. There is opportunity to sell more of them—the question is "How?"

Assisting the customer to buy intelligently, giving her helpful suggestions for making her own decision, is the answer for us.

In some shoe stores it was learned that customers like to buy from Tom or Harriet, not because they have known them for a long time, but because these salespeople do not "high-



In the First 4 Months of 1950
the Chicago Daily News
Printed...

1,266,216 LINES

OF TOTAL GROCERY ADVERTISING

THIS WAS
42.4%
OF THE TOTAL FOOD
LINAGE PLACED IN ALL
CHICAGO DAILY NEWSPAPERS

IT WAS
535,598
MORE LINES THAN
CARRIED BY THE 2ND
CHICAGO NEWSPAPER

The Score

THE DAILY NEWS
CONSISTENTLY PRINTS
**MORE GROCERY
ADVERTISING**
THAN ANY OTHER CHICAGO
PAPER... MORNING...
EVENING OR SUNDAY

**TOTAL GROCERY LINAGE IN CHICAGO DAILY NEWSPAPERS
FIRST 4 MONTHS 1950**

	Linage	% of Total
DAILY NEWS.	1,266,216	42.4%
DAILY TRIBUNE	730,618	24.4%
DAILY HER.-AMERICAN	685,794	23.0%
DAILY SUN-TIMES	305,265	10.2%
TOTAL	2,987,893	100.0%

SOURCE: MEDIA RECORDS, INC.

*Liquor Linage Omitted

CHICAGO DAILY NEWS

For 74 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

* NEW YORK OFFICE: 9 Rockefeller Plaza
* DETROIT OFFICE: Free Press Building

* MIAMI OFFICE: Horace E. Loomis & Sons, 1524 N.E. Second Avenue
* LOS ANGELES OFFICE: Story, Brooks & Finley Inc., 624 Guaranty Building

pressure" them. In nine cases out of 10, after talking with Harriet or Tom, we discovered that they were consistently producing good sales volume.

Usually they did not attempt to sell a particular shoe. They possessed general wardrobe, color and fashion information, kept themselves informed on trends, were able to make a suggestion that led to a customer decision: This particular shoe would fit into various occasions, lend itself to various colors, be an economical addition to the wardrobe. Price is always a consideration with women's shoes. A particular model not adapted to wide wardrobe wear will be thought too expensive, but if widely adaptable it will be a shrewd purchase.

This might be called "low pressure" selling but rather it is a new way of applying sales pressure, telling the customer why she should buy Joyces, perhaps a given model, and having good reasons to back up the suggestion. Results are the same because sales are speeded up and the salesman's volume is increased.

Not everybody likes to be sold, but practically everybody likes to buy be-

cause it flatters the ego, caters to the love of acquiring things—which is power. Emotion enters into it. Vanity is flattered. There is satisfaction in the feeling that a wise decision has been made, without pressure, a purchase in fashion or novelty that will give personal distinction, or one made within the budget, versatile in the wardrobe. People like to buy. On this foundation a sales technique has been developed for the man or woman on the fitting stool.

The Uses of Honey

At the start, observations are made of the customer's dress, complexion, status, preferences in colors. Complimentary remarks are made, to give the transaction a pleasant start. We have found that this technique shortens the average sale time because it gives confidence in the salesman, is an assurance that the customer will make her own decisions.

The salesperson then finds out what Joyce shoe the customer is interested in and makes suggestions about how it will harmonize with gowns, hosiery, handbags. If fashion

is the dominant motif, the shoe may be described as having "advanced style." If economy enters in, the comment may be on the versatility of the design or color, its adaptability to different occasions. A sale on this basis keeps the salesman concentrated on the main purpose: to find the best Joyce for each individual customer.

In holding the sale to the customer's wardrobe, there is a chance for selling above the price she has determined, and for double-headers. Shoes as shoes may appear to be a purchase beyond the budget, but as additions to the wardrobe they are economies. This technique arouses the least sales resistance. It quiets most of the emotional tension incident to purchasing. It makes a sale that gives maximum satisfaction.

We have found that few shoe salesmen have the interest in fashions needed to negotiate sales on this basis. Those who do have it generally keep abreast of styles by observation of customers, discussions of styles, reading magazines and business papers. However, not one shoe salesman in 50 has that flair for fashion. For sales improvement we are developing ways to brief all salespeople on shoe trends, as well as on the features of workmanship in Joyces. At present this takes the form of meetings of salespeople and talks by our own salesmen.

This service, together with recommendations for store improvement, are offered without pressure to Joyce dealers. Many shoe stores are being modernized. Old closed cases, similar to those in museum exhibits, are being replaced by the open case which gives customers access to merchandise and brings it down to eye level. Smart dealers are concentrating on fewer lines, the best-sellers, and putting their energy behind them.

Research Results

Our studies in store lighting have disclosed some remarkable facts. Experiments are made by measurement of illumination at different points in large and small stores. They show that under-lighting is common, that over-lighting can decrease sales, that color and the quality of light are important, that places where customers buy and salespeople serve are often badly lighted, and thus a slowing-up factor in sales. In fact, from the largest department store to the smallest specialty shop, there is need for measuring light and giving it more to do.

Hot spots in the store are influential on sales if used to full advantage. At any point with under 200 foot candles per square foot, light can be increased. Not only will sales rise up

**NOW! QUALITY
COLOR PRINTS**
8 x 10
... FOR AS LOW AS **\$1.15**
EACH

Millions of dollars have been spent on the problem of speeding production and cutting cost of full color prints, but it remained for one Jose Vilardell to actually put the deal over. The result of twenty-five years of research and experimentation, Vilardell can now deliver from one to a thousand beautiful high fidelity 8x10, 11x14 or 14x17 color prints a day at unheard of low prices.

There are many uses for Vilachrome prints but they are

specially recommended for direct-mail advertising of luxury-appeal merchandise, for use in sales presentations and salesmen's portfolios, and for point-of-purchase display.

For sample Vilachrome prints and prices, phone, write or wire—TODAY. Complete satisfaction guaranteed provided transparencies furnished have been properly exposed or original photographs are taken in our studios.

THE VILACHROME CORPORATION
4002 W. BURBANK BLVD., BURBANK, CALIF. • STANLEY 7-4823

to that intensity, but the rate of sales can be predicted with fair accuracy. At 200 foot candles, sales begin to decrease, the curve steadily dropping as more light is added.

Good factory lighting may require up to 1,000 foot candles. Store lighting is far below that. Measurements made in various Los Angeles stores showed a maximum of 450 foot candles for brightly lighted show windows, 125 for the best shoe store interior, and only 6 to 8 in a department store casual shoe section.

Fitting-stool lighting, we found, was almost always far below good factory standards, although in both cases people need light to do work. The best lighted stools had 35 to 60 foot candles. The average was 25 to 32. That is not enough.

Vital Factor

Poor lighting imposes strains on customers and salespeople. Colors cannot be seen. In many cases customers have to take the shoe to a window. Good stitching and other points of quality cannot be demonstrated. Customers are slow to make decisions, feel later that they made a wrong decision. Poor lighting slows sales and increases returned goods. Salespeople who work under poor light suffer fatigue, just as factory workers do.

Smart use of lighting can increase the hot spots in a store, feature more merchandise, give shoe customers opportunities to make decisions before purchasing, and increase sales.

Even over-all store lighting is not good lighting. Contrasts are needed for sharpness. Pools of light, pinpoint lighting through ceiling lenses, use of color in lighting, and other effects illumination engineers can help you achieve, can increase volume with little addition to costs.

Color in merchandise lighting can produce surprising effects when adapted to the character of the goods. Red light on a morning-after remedy display lowered sales because boys who were out the night before didn't like the suggestion of anything hot. Cool blue light tripled sales, but on a display of summer shoes white light was found too hard, and purple light too suggestive of the Gay 90's. Warm reds and yellows increased the sales.

There is a sales relation between indoor lighting of impulse merchandise and the intensity of daylight outside the store. On a bright day in a large Los Angeles department store such displays near the doors are actually invisible to shoppers upon entering. They need an interval to get

adjusted to the sudden change in light.

There is a very important sales relation in the number of units shown in a display, the size, colors and wording of price tags and explanatory cards. Radical changes are taking place in point-of-sale material and methods. By using the new principles which are emerging, such as employing light, "the silent salesman," dealers in such intimate merchandise as shoes can profit by "self-service" to help customers make decisions which

ultimately shorten the personal sale and increase store volume.

We have had a 30% increase in Joyce business so far this year, compared with reports of decreased sales in general shoe sales. Our national advertising is a major factor, backed by dealer cooperation in local advertising and direct mailing. But our dealer plan is now taking hold and bringing evidence that the best way to sell in the customer's market, now that it is here, is to intelligently help her to buy.

GENERAL MERCHANDISE SALES \$105,457,000

the SPOT for SPOT RADIO

EFFECTIVE BUYING INCOME \$1,387,469,000

• WBNS AUDIENCE 187,980 FAMILIES •

FOOD SALES \$223,007,000

FURNITURE SALES \$46,599,000

THE WBNS Central Ohio Market

WBNS PLUS WELD-FM

POWER 5000 D • 1000 N • CBS • COLUMBUS, OHIO

The effectiveness of spot radio on WBNS plus WELD-FM has been profitably proven again and again by advertisers. 187,980 WBNS families in central Ohio have the money to buy and they DO BUY when they hear your sales message on this station.

ASK JOHN BLAIR

Advertising

MEDIA... AGENCIES... SERVICES

Americans' \$7-Billion Vacation Spree Measured by Curtis Publishing

How American families spend \$7 billion in the vacation travel market—how far they go, for how long, how many times a year and in what seasons, how they travel and where they stay—has been extensively surveyed and just published by the Research Department of The Curtis Publishing Co.

Reflecting the spectacular growth of the travel market, the 80-page report further reveals the number of families taking vacation trips, regions and foreign countries visited, amount spent for transportation and for food and lodging.

Four thousand typical American families, making up a continuing consumer panel, reported monthly for one year on their vacation trips. For the purpose of the study, a vacation trip was defined as any trip of three or more days' duration away from home by any member, or group of members, of the family. The three-day minimum was decided upon in order to exclude week-end and one-day short trips.

Of the total panel families, 62% took vacation trips during the year; 32% took only one trip; 29.1% took two or more trips. Projection of the

survey results to a national basis shows that 23,893,000 American families took 43,000,000 vacation trips during the 12-month period.

The survey underscores the fact that vacation travel is already a year-round business for many areas and many segments in the vacation travel industry. The peak travel months were June, July and August, during which 49.9% of the trips were taken; but 26.3% were taken in the fall, 12.5% in the spring, and 11.1% in the winter.

Transportation expenditures for vacation travel during the year amounted to \$1,709,500,000, broken down as follows: automobile, \$969,300,000; railroad, \$420,500,000; bus, \$82,100,000; air line, \$164,100,000; ship and boat, except overseas, \$37,700,000; ship overseas, \$29,000,000; miscellaneous, such as bicycle, motorcycle and canoe, \$6,800,000.

Of the people on vacation, 79.5% went by automobile, and they traveled an average of 928 miles per trip. Percentages of those using other methods of travel, and the average miles per trip for each method of travel: railroad pullman, 5%—1,667 miles; railroad coach, 12.7%—764



ELECTED at Benton & Bowles, Inc., Clarence B. Goshorn (left), former president, to chairman of the board, replacing A. W. Hobler (center), now chairman of the executive committee. Robert E. Lusk (right) is now executive vice-president, replacing the agency's new president, William R. Baker, Jr. (See page 43 for the story of new president Baker.)



PUP APPEAL: This scene of cunning chaos, with offer to send picture for framing, pulled a thousand score of requests within few days after appearing in but three of the national magazines on Texaco's schedule.

miles; bus, 10.8%—545 miles; air line, 3.4%—1,376 miles; ship and boat, except overseas, 3.1%—267 miles; ship overseas, .2%—5,000 miles.

Expenditures for food and lodging by vacationers totaled \$2,909,000,000.

Types of lodging used by tourists at destination were: hotel and resort, 24%; motor court and motel, 8.6%; tourist home, 3.8%; vacation cottage, 15.9%; camp out, 4.3%; trailer coach, .6%; friends and relatives, 42.8%. Data are also shown for types of accommodations en route.

The survey points out that the vacation travel market provides vast sales opportunities for entire communities, for transportation and lodging facilities, and for automobile accessory, gasoline and oil dealers.

Every region in the United States, as well as foreign countries, participates in the growing vacation travel business. In addition to resort areas in this country, tourists took about 2,000,000 trips outside the United States. Of the trips to other countries, Canada led with 73.4%. Mexico accounted for 9% of the foreign trips, surpassing the 6% for the countries of Europe.

Magazines Favored by Insurance Companies

Magazines led all other media in preference for advertising by insurance companies, provided only one kind of medium could be used, according to a survey by *Pathfinder News Magazine* among agents in the

fire and casualty insurance fields. It was shown that 49.2% of those who answered the question favored national advertising.

A large percentage of agents believed that national advertising, explaining how insurance money is used by the companies, would help public understanding and make it easier for agents to sell insurance.

Preference for local advertising media was expressed in the following order: weekly newspapers, 672; local radio stations, 145; daily newspapers, 58.

Concerning Government operation of insurance, 748, of those reporting, were against it, while 151 favored it.

The survey was conducted by mail among 2,026 insurance agents in cities and towns under 25,000 population. The tabulation of the survey was started with 980 returns. More than 1,000 replies were received, but those arriving late were not tabulated. Since but one agent in a town was polled, 980 communities were included. In each case the agent represented 10 or more fire and casualty companies.

The method followed to determine the quantity of mailing for each state was by use of the allocation of electoral votes of each state. By multiplying the votes of each state, equal representation was obtained.

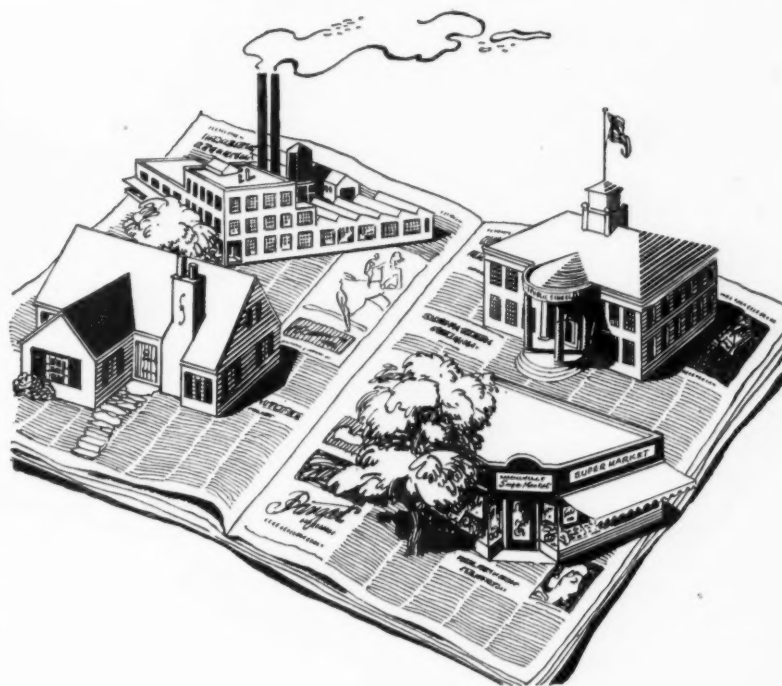


WILLIAM H. WEBBER, president of Printing Developments, Inc., new subsidiary of Time, Inc., to implement commercial application of processes developed by Springdale Laboratories.

Magazines Add 1,062 New Advertisers in Decade

"More than 1,000 of the advertisers in last year's magazines were not on the scene in pre-war years."

The Magazine Advertising Bureau has been able to specify a new dimension for the medium by studying the company names appearing in the Publishers Information Bureau records of 1949 magazine advertising.



A LETTER FROM HOME

You've seen mail distributed in barracks, summer camp or school . . . A sudden crowd besieging the "mailman" . . . hopeful, eager—each ready to spring forward when and if the right name is called. Then the lucky ones . . . with open letter in hand . . . completely oblivious of all around them.

What is it can make people withdraw abruptly from the world of which they were so much a part a split second ago, and lose themselves in a letter? The answer is "news from home," of family, persons, places, events that make up each person's daily life and give it an individual pattern, color and texture. The kind of news that quickens our interest like the voice of a neighbor on the telephone or a pal's whistle as he passes the house on the way to the swimming pool.

Families in localnews cities get the letter-from-home kind of news daily . . . for the localnews daily, unlike the big metropolitan papers, is able to adjust its reporting to the neighborhood level and provide homespun news that gets the reader's attention quicker and keeps it longer. That's why the localnews daily is the basic advertising medium.

"LOCALNEWS DAILIES—basic advertising medium"

The Julius Mathews

Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO
BOSTON • SYRACUSE • PHILADELPHIA

In a he-who-reads-may-run report, MAB shows that 1,062 advertisers spending \$25,000 or more in general and farm magazines in 1949 spent less than \$25,000 in any one of the years 1938, 1939, or 1940.

Of those, 227 spent \$100,000 or more in magazines in 1949. A further breakdown of the 1,062 companies shows 835 whose magazine advertising investments were \$25,000 to \$100,000; 174 in the \$100,000 to \$250,000 bracket; 53 invested \$250,000 or more.

The roster of these new magazine advertisers includes nearly every category of business in the country.

On a rate per page per thousand basis, MAB has found that the magazine advertiser's cost, in terms of potential customers reached, has not perceptibly changed. "In the first six months of 1949, advertising space in a group of 45 leading magazines, in which back data are available, averaged \$2.87 per black and white page per thousand. In 1938, 10 years earlier, it was \$2.81 per thousand. On the same basis, four-color advertising was actually cheaper in 1949 than it was in 1938—\$4.05 last year against \$4.06 in 1938."

Last year half again as many copies of national magazines were sold as 10 years ago. "The combined circulation per issue for the ABC-member general and farm magazines (excluding the comics) reached 142.5 million copies, according to the latest figures available (1949 first six months' average)."

During the same 10 years, there was an increase of 14% in the Nation's population; 92.2% in life insurance in force; 191.6% in personal incomes (11 months).

Baby Talk Widens Sales Horizons

When are women most apt to change brand loyalties? When are dollars no longer paramount in their purchases? When are they most vulnerable to sales appeals?

Baby Talk, in its new presentation, states a highly logical case for that time when the woman becomes a new mother—when the new-born baby causes a revolution in her psychology. This revolution, says *Baby Talk*, is important to advertisers.

The new mothers are shown as a market for not just baby products, but for many other products as well. The presentation graphically illustrates reasons why the advertiser would do well to place his brand name before them.

"The new mother," says *Baby Talk*, "is 'different' from all other women. She is re-examining her brand loyalties. Many will be changed. Her needs for products and the way she regards them are changing because the woman herself is changed. Her point-of-view, her interests, her habits, and her ambitions are all changing at this time." She is at what *Baby Talk* calls the "change-peak" of her entire lifetime.

When the magazine was established in 1935 it was the only publication in the field. Circulation guarantee was 40,000 monthly. Today there are 11 such publications with an annual circulation of 15,780,000 on the basis of present guarantees. *Baby Talk* alone has an annual circulation of 4,100,000. Because of the rapid turnover in the market, its 345,000 copies monthly will reach, with at least one copy, approximately 26% of all mothers who have babies this year.

Radio Results Studied by BAB

The Broadcast Advertising Bureau has just released to its member stations a new booklet titled "How Ra-

dio Gets Results for Retailers," a detailed report based on 15 entries in the recent 1949-1950 retail radio competition sponsored by the National Retail Dry Goods Association and the National Association of Broadcasters.

The booklet describes the results obtained in each case, gives details concerning objectives, merchandising, programs, copy, and even scripts. Maurice B. Mitchell, BAB director, describes it as "a valuable review and morale-builder for a station's sales staff, as well as an impressive volume to place in the hands of a potential advertiser who isn't up-to-date on how far radio has advanced in retail advertising successes across the Nation."

In an extensive introduction to the booklet, Howard P. Abrahams, manager, Sales Promotion Division, NRDGA, enumerates 12 reasons why the use of radio advertising by retailers is increasing.

Meg Zahrt, assistant BAB director specializing in retail activities, comments in the booklet: "Broadcast Advertising Bureau has selected 15 of these programs according to store volume and program-type as good, working examples of retail radio programs that (1) sell merchandise; (2) have

Yesterday she took what
the grocer gave her.....



Today she's
telling him
what she's got
to have!

(because of baby)



"CHANGE-PEAK" is where *Baby Talk* finds the woman who is a new mother. Then, if ever, she examines product behind brand, buys for quality, not price.



STAFF CHANGES: Charles C. Boysen (right), named secretary of the Washington Post Co. and is succeeded as business manager of *The Washington Post* by John W. Sweeterman (left); effective in mid-July.

good store identity; (3) have good program acceptance; (4) are beamed to a specific audience; (5) are co-ordinated with other advertising media.

"Our selection of these 15 programs for analysis was not based on their superiority over any others entered in the contest. Indeed, any program entry might well replace these we have chosen for analysis. For that reason, Broadcast Advertising Bureau hopes in a later series to cover those contest programs not included in this booklet."

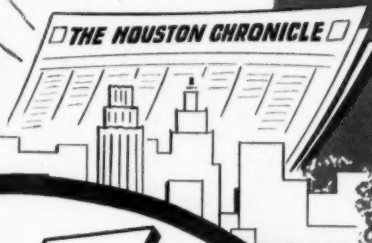
The programs selected for analysis were in five categories: beamed to a general family audience, to a women's audience, a teen-agers' audience, a children's audience, and to a men's audience.

Musical Puppet Show Plugs Phoenix Market

A dozen puppets, 200 color slides of beautiful Arizona scenery, and a wire recorder are the ingredients of the refreshingly different market presentation of *The Arizona Republic* and *The Phoenix Gazette*. The ambitious presentation, which is a combination western story, musical comedy and travelogue, is being taken on tour of seven cities around the country this summer by Hobe Franks, national advertising manager.

The puppets, acting against a constantly changing backdrop of slides to a script transcribed on the wire recorder, tell in song and story of the rapidly expanding Arizona market. Subtly woven into the libretto these pertinent facts are put across to the audiences: that Phoenix is America's 58th largest city in retail sales; it is one of only 60 cities in the country doing over \$20,000,000 per month; 16 states have no city that great, and 19 states have only one such city. For example, the script points out, Chicago is the only city

FIRST IN HOUSTON EVERY YEAR



for **31**
Consecutive Years
in

**CIRCULATION
ADVERTISING
NEWS VOLUME**

... And most important, in **READER RESPONSE—**
hence **ADVERTISING RESULTS!**

The Houston Chronicle

LARGEST CIRCULATION IN TEXAS

R. W. MCCARTHY
Advertising Director

M. J. GIBBONS
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

JULY 1, 1950



NO STRAW HAT CIRCUIT for these puppets who are barn storming major market centers this summer for *The Arizona Republic* and *The Phoenix Gazette*. The presentation, called "Gold Diggers of 1950," was written as a musical comedy by Hobe Franks (right), national advertising manager of the newspapers.

in Illinois exceeding Phoenix in sales, and Boston is the only city in Massachusetts with sales that great. Many of the data are based upon SALES MANAGEMENT'S *Survey of Buying Power*, 1950.

The play, which was written by Mr. Franks, deftly transports the audience to Arizona, not only to hear about, but actually to see the entire market. The picturesque color slides mirror the capital city, the State's well-rounded economy and the mushrooming buying power of the readers of the combination morning and evening newspapers.

In the story, Mrs. Clara Vander-snort, the lively dowager from the East, visits Arizona and learns about the state and its capital from her cowgirl niece, from a blues singer, a cowboy trio, and an old prospector and his mule, Esmeralda. A *Republic* and *Gazette* newsboy pops into the scenes now and then to yip: "Boy, people are sure interested in these papers!"

As a lasting reminder of what they have seen and heard, audiences are given playbills introducing the puppet characters and containing market data in the form of advertisements. Examples: Phoenix population up 88% in 10 years; 22,000 new homes since 1940; Arizona manufacturing up 500% since 1940.

The newspapers' "advertising road show" has already played before selected audiences of agency and advertisers' executives in Chicago, Detroit, Philadelphia, and New York City; will appear later in Indianapolis, Ind., and Los Angeles and San Francisco.

Special Mutual Life Section in *The Times*

The Mutual Life Insurance Company of New York took an entire 24-page magazine-size section in *The New York Times*, Sunday, June 25, to publicize its new, 25-story home office on Broadway at 55th Street, New York City. Included in the section were advertisements of 58 other companies and firms: suppliers of office equipment and furniture, contractors, builders, building supply firms, a safe and vault manufacturer, financial underwriters, and brokers.

In addition to the regular Sunday circulation of *The New York Times*—more than 1,100,000 families in all 48 States—the special section was circulated widely by Mutual and the other advertisers it carried. Mutual alone distributed some 30,000 copies to its employees, agents, and representatives.



NEW OFFICERS of Electrical Publications, Inc., Chicago: Marshall Haywood, Jr., (left), president and a director; C. W. Leihy (center), executive vice-president and a director; J. H. Thompson (right), vice-president and a director; also to direct firm's sales activities.

The eight pages of advertisements for the insurance company were done in picture layout style, graphically presenting Mutual's new building, its business, and its employees. Picture layouts explained how the building was erected, how air conditioning is controlled, how offices were set up, and records and equipment moved old quarters to new, in one weekend.

The section emphasized that the new building makes an important contribution to overall efficiency of the company and will produce operating economies.

Color for Small Space Advertisers

How to get color for small space advertisers in magazines is being solved by the Hendrick Advertising Agency, Detroit.

In a newly developed and copyrighted advertising service, the agency has combined several small advertisements into a column with right hand page position, three side bleed, and with two colors, red and black. The advertiser's regular plate is printed over a background color plate to get the effect.

In a letter to advertisers, Charles T. Hendrick, president of the agency, states: "Ordinary black and white ads with no set positioning in the magazine cost approximately \$5.70 per line or approximately \$80 per inch. The introductory price on the new color column is approximately \$8.40 per line or \$117.60 per inch, an increase of less than half the original cost."

The first column of "Ads In Color" appeared in the June issue of *Field & Stream*. The second appears in the July issues of *Outdoorsman* and *Field & Stream*.

Space is being planned for *True*, *Elks*, and *Popular Science*, in addition to those mentioned.



1 ONCE UPON A TIME A GROUP OF PEOPLE GOT TOGETHER AND BUILT THE BEST HAPPINESS MACHINE IN HISTORY...



2 BUT WHEN IT WAS READY THEY GOT TO FIGHTING OVER WHO SHOULD GET THE MOST HAPPINESS.



3 THEY KEPT FIGHTING... AND THE MACHINE SLOWED DOWN. SOON THE PRICE OF HAPPINESS SKYROCKETED!



4 IN THE END THEY ALL DIED OF BROKEN HEARTS RIGHT NEXT TO THE GREATEST HAPPINESS MACHINE THE WORLD HAS EVER SEEN!

Now, here's a better ending!!!

They stopped fighting among themselves. They got together like sensible human beings . . . management, labor, farmers, consumers.

And they said "Look . . . we've got something wonderful and special here in America . . . something so good it saved all the rest of the world twice in 25 years.

"It isn't perfect yet . . . we still have ups and downs of prices and jobs. But our system has worked better than anything else that's ever been tried.

"And we can make it better still . . . we can build for peace as we built for war without even working harder—just working together.

"We can invent and use more and better machines, can apply more power. We can

work out better methods in our factories, stores and offices. We can have better collective bargaining. We can develop more skills on the job.

By doing these things, we can produce more every hour we work, at constantly lower costs.

"The bigger the flow of goods, the more there will be for everyone. Higher wages to buy the good things of life and more leisure to enjoy them!"

So that's the way they did it. And they lived happily ever after.

**THE BETTER WE PRODUCE
THE BETTER WE LIVE**

Approved for the PUBLIC POLICY COMMITTEE of The Advertising Council by:

EVANS CLARK, Executive Director, Twentieth Century Fund.

PAUL G. HOFFMAN, Formerly President, Studebaker Corporation.

BORIS SHISHKIN, Economist, American Federation of Labor.

Published in the Public Interest by:

SALES MANAGEMENT

FREE

Send for this interesting booklet today!



Approved by representatives of Management, Labor and the Public

In words and picture, it tells you
—How our U. S. Economic System started
—Why Americans enjoy the world's highest standard of living
—Why we take progress for granted
—How mass production began
—How we have been able to raise wages and shorten working hours
—Why more Americans have jobs than ever before
—Why the mainspring of our system is productivity
—How a still better living can be had for all

MAIL THE COUPON to Public Policy Committee, The Advertising Council, Inc., 25 West 45th Street, New York 19, N. Y.

NAME _____
ADDRESS _____
OCCUPATION _____

High Spot Cities

Retail Sales Forecast for July 1950

The volume of retail sales in the United States in July 1950 will total \$10.5 billion, an increase of 3% over last July. This increase is statistically significant in that after adjustment for a general price decline over the past year, the physical volume of sales is currently well over last year's levels, which may mark the emergence of a retailing boom exceeding the 1948 all-time peak levels.

Particularly encouraging is the fact that the non-durables are beginning to share in the trade expansion. Thus, apparel sales, which have been lagging furthest behind in the first half of 1950, are expected to gain steadily in the coming months. When the department stores begin to fall in line and report significant gains over last year, as is beginning to happen, cautious retailers will finally accept the fact of a new retail boom.

As the resurgence in textile and apparel activity gets under way, New England, Middle Atlantic and Southern states now lagging behind the Nation may be expected to close the

gap. States now beginning to report above average performances after long periods of doldrums include California, Massachusetts, New Hampshire, New Jersey, New York, and North Carolina. Other states registering above-average performances this month (as compared with the same month last year) include Alabama, Colorado, Delaware, District of Columbia, Florida, Mississippi, Montana, New Mexico, Oklahoma, Texas and Wyoming.

The leading cities, those with a city-national index well above average (for this July compared with July 1949) are:

Lubbock, Texas, 120.9; Albuquerque, N. M., 115.7; Hempstead Township, N. Y., 115.3; Albany, N. Y., 115.2; Fresno, Calif., 112.6; Lynn, Mass., 111.6; Tampa, Florida, 111.3; St. Petersburg, Florida, 111.0; Hartford, Conn., 110.6; Corpus Christi, Texas, 110.0; Flint, Mich., 110.0; Waco, Texas, 109.7; Amarillo, Texas, 109.6; Royal-Oak-Ferdale, Mich., 109.4; Norfolk, Va.,

108.8; San Antonio, Texas, 108.5; Austin, Texas, 108.3; Orlando, Florida, 108.2; Billings, Mont., 108.0; Lancaster, Pa., 107.7; Columbia, S. C., 107.7; Columbus, Ga., 107.5; Charlotte, N. C., 107.5; Bakersfield, Calif., 107.2; El Paso, Texas, 107.2.

★

Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1950 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1950 over 1949," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1950 over 1949," relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the

THE MOST PRODUCTIVE ADVERTISING BUY IN FRENCH QUEBEC!

Families, like radio ratings, come higher in Québec. And in this vast market "TRANS-QUEBEC" gives you a potential audience of 499,320 families—at only 43c per thousand! "TRANS-QUEBEC's" combination of Basic and Member Stations means coverage of no less than 80% of the entire Québec market—urban, rural, farm! That's why "TRANS-QUEBEC" Radio Group is the most outstanding value in private radio anywhere.



BASIC GROUP

CKAC Montreal	CHRC Quebec	CKRS Jonquière
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MEMBER STATIONS

CHNC New Carlisle	CKBL Matane	CJEM Edmundston, N. B.
CKVM Ville-Marie		CKLD Thetford Mines, Que.

Montreal Jos. A. Hardy	Toronto Wm. Wright	New York & Chicago Adam J. Young, Jr., Inc.
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Sold exclusively by
Jos. A. Hardy & Co. Ltd.
Montreal—Toronto

same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1949 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for July, 1950)

City Index 1950 vs. 1939	City Index 1950 vs. 1949	City Nat'l Index 1950 vs. 1949	\$ (Million) July 1950
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United States

318.0 103.0 100.0 10515.00

Alabama

★ Birmingham ...	451.0	104.0	101.0	35.50
★ Gadsden	476.5	105.0	102.0	4.67
Mobile	429.3	90.7	88.1	10.39
★ Montgomery ...	413.5	106.7	103.6	10.05

Arizona

★ Phoenix	495.4	103.6	100.6	18.68
Tucson	392.5	93.9	91.2	7.30

Arkansas

Fort Smith ...	390.3	101.5	98.6	4.84
Little Rock ...	516.0	102.8	99.9	16.67

RETAIL SALES (S.M. Forecast for July, 1950)

City Index 1950 vs. 1939	City Index 1950 vs. 1949	City Nat'l Index 1950 vs. 1949	\$ (Million) July 1950
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California

★ Bakersfield	437.4	110.4	107.2	12.03
★ Berkeley	264.8	104.3	101.3	7.15
★ Fresno	409.3	115.9	112.6	17.15
★ Long Beach ...	482.8	105.1	102.1	32.59
Los Angeles ...	351.4	101.4	98.5	216.45
Oakland	255.6	97.7	94.9	36.37
★ Pasadena	343.7	106.0	102.9	14.92
★ Riverside	394.2	106.6	103.5	5.04
★ Sacramento ...	339.5	107.9	104.8	21.12
★ San Bernardino.	384.9	105.9	102.8	8.16
San Diego	377.0	102.2	99.2	27.83
★ San Francisco	316.6	103.8	100.8	95.55
★ San Jose	435.5	104.9	101.8	15.81
★ Santa Barbara .	277.6	103.8	100.8	5.08
Stockton	340.4	100.3	97.4	9.94

Colorado

★ Colorado Springs	403.6	105.9	102.8	6.66
★ Denver	342.9	105.7	102.6	48.11
★ Pueblo	375.4	103.7	100.7	6.72

Connecticut

Bridgeport	239.2	93.9	91.2	13.85
★ Hartford	271.7	113.9	110.6	23.21
Middletown ...	254.3	99.8	96.9	2.39
New Haven	240.9	102.9	99.9	16.55
★ Stamford	280.4	104.9	101.8	6.00
Waterbury	245.2	96.8	94.0	8.41

You Always Get More In MIDDLETOWN

CONNECTICUT

General Merchandise Sales

56% Above U. S.

Family Average

General merchandise sales are a good index to living standards. Middletown passes eight larger Connecticut cities as it moves up to 8th place in total general merchandise sales. Family sales are \$573, compared with \$380 for the U. S., \$323 for Connecticut.

Middletown offers a big plus in every sales and income category.

The Middletown Press alone thoroughly covers Middletown and the Greater Middletown market . . . 66,700 people with \$91,-107,000 income, \$59,696,000 retail sales.

All figures from Sales Management's 1950 Survey of Buying Power.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.
OUR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

Rheingold rides high!



IMPACT. Rheingold picks a winner to advertise its famous brew. GOA panels tell the product story fast, dynamically. These big colorful posters hit the eye, stick in the mind. It's just good horse-sense to use the kind of impact

that pays off in sales: GOA. General Outdoor Advertising Company, 515 S. Loomis St., Chicago 7, Illinois.

★Covers 1400 leading cities and towns



1925 Silver Anniversary Year 1950

10

WILL GET YOU

13

Where**Every 10 Customers
Are Worth 13 . . .**

The Sales Potential of the CHAMPAIGN-URBANA market is 34 per cent greater than indicated by its population, according to its "Quality of Market" index of 134 in SALES MANAGEMENT'S Survey of Buying Power. In other words, every 10 customers you reach in CHAMPAIGN-URBANA can buy more than 13 average people.

In addition to its 62,404 multiple-city population, CHAMPAIGN-URBANA is the home of the University of Illinois with its 19,497 enrollment and Chanute Air Base with 14,000 officers and men.

Sell this market with the 28,254 circulation (ABC) of the—

News-Gazette

CHAMPAIGN-URBANA, ILL.

Representatives

TEXAS DAILY PRESS LEAGUE

**PRESTIGE!**

The LYNN ITEM, Lynn's oldest newspaper, has the largest readership and greatest advertising volume! Your medium for this rich market is the newspaper whose public-spirited support of community causes has made it a favorite and a power . . . the LYNN ITEM!

GET RESULTSIn **LYNN**

with the

ITEM**Only A.B.C. newspaper in Lynn, Mass.**

Represented by Small, Brewer and Kent, Inc.
CHICAGO • NEW YORK • BOSTON
SAN FRANCISCO • LOS ANGELES

High Spot Cities

RETAIL SALES

(S.M. Forecast for July, 1950)

City Index 1950	City Index 1950	City Nat'l Index 1950	\$ July 1950
vs. 1939	vs. 1949	vs. 1949	

Delaware

★ Wilmington . . . 266.5 108.4 105.2 13.62

District of Columbia

★ Washington . . . 247.8 108.8 105.6 78.52

Florida

★ Jacksonville . . . 390.0 109.0 105.8 22.70
 ★ Miami 352.8 107.9 104.8 28.65
 ★ Orlando 337.7 111.4 108.2 6.99
 ★ Pensacola 398.5 108.7 105.5 5.30
 ★ St. Petersburg . 389.1 114.3 111.0 9.96
 ★ Tampa 334.7 114.6 111.3 12.15

Georgia

★ Atlanta 337.9 105.9 102.8 45.78
 ★ Augusta 342.1 103.1 100.1 6.74
 ★ Columbus 396.8 110.7 107.5 7.38
 ★ Macon 363.6 104.1 101.1 7.20
 ★ Savannah 342.4 100.2 97.3 9.28

Hawaii

★ Honolulu 395.9 101.8 98.8 24.94

Idaho

★ Boise 348.9 109.9 106.7 6.07

Illinois

★ Bloomington . . 287.8 102.1 99.1 4.49
 ★ Champaign-
 Urbana 323.5 107.9 104.8 6.34
 ★ Chicago 264.5 98.4 95.5 315.12
 ★ Danville 315.5 101.5 98.5 4.67
 ★ Decatur 301.6 104.4 101.4 7.54

Salem City Zone... BASIC BUY

Salem's food store sales average \$1,015 per family. This figure . . . 44% above the U. S. average . . . testifies to the food-buying of the 44,400 families in the compact Salem City Zone.

Food sales in the city zone total \$38,459,000—or 30% of the Essex County total. Another reason why your sales plans should center on Salem City Zone—which has the highest per family income in the county.

THE SALEM EVENING NEWS

Salem, Mass.

Represented by
The Julius Mathews Special Agency, Inc.

THE FACTS SPEAK FOR THEMSELVES and say the nicest things

General merchandise sales in Pittsfield stores average \$478 per family—against a national average of \$380.

One explanation of this plus is local family buying power—\$4,856 in the city, \$4,011 throughout the entire metropolitan county.

Another is the coverage and impact of the Eagle . . . with 125% circulation in the city zone; 119% in the trading area . . . with outstanding editorial and advertising readership attested by the Continuing Study and recognized by local dealers, who used 7,611,464 lines of retail in this paper last year . . . out of a total of 10,519,159 lines.

THE BERKSHIRE EAGLE

Pittsfield, Mass.

Represented by
The Julius Mathews Special Agency, Inc.

RETAIL SALES (S.M. Forecast for July, 1950)

City	City	City	
Index	Index	Nat'l	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	July
1939	1949	1949	1950

Illinois (cont.)

★ East St. Louis..	318.8	103.0	100.0	6.63
★ Moline-				
Rock Island-				
E. Moline	330.5	106.7	103.6	9.75
Peoria	262.9	99.9	97.0	12.65
Rockford	312.7	99.7	96.8	10.79
Springfield	279.3	100.0	97.1	9.02

Indiana

★ Evansville	366.6	106.2	103.1	13.05
Fort Wayne ...	302.2	101.3	98.4	13.36
★ Gary	371.8	103.1	100.1	12.68
Indianapolis ...	319.3	100.1	97.2	47.38
Muncie	333.0	100.2	97.3	6.36
★ South Bend ...	349.2	103.3	100.3	13.20
Terre Haute ..	278.5	101.0	98.1	7.38

Iowa

Cedar Rapids ..	328.8	101.8	98.8	8.55
Davenport	303.3	95.9	93.1	8.19
★ Des Moines ...	355.0	106.7	103.6	22.97
Sioux City	313.3	102.4	99.4	9.68
★ Waterloo	379.4	105.0	101.9	8.46

Kansas

Hutchinson ...	348.0	90.1	87.5	4.42
★ Kansas City ..	468.1	105.7	102.6	12.92
★ Topeka	455.8	105.0	102.0	11.35
★ Wichita	500.0	103.9	100.9	20.90

Kentucky

Lexington	317.7	92.3	89.6	8.26
★ Louisville	348.3	103.8	100.8	35.88

Louisiana

Baton Rouge ..	559.4	101.2	98.3	12.25
★ New Orleans ...	388.0	104.2	101.2	47.96
Shreveport	368.6	101.9	98.9	13.64

Maine

Bangor	245.0	99.0	96.1	3.92
Lewiston-				
Auburn	231.3	100.6	97.7	4.88
Portland	254.3	99.4	96.5	9.18

Maryland

★ Baltimore	292.8	104.0	101.0	87.55
Cumberland ...	261.9	100.7	97.8	4.40

Massachusetts

★ Boston	213.4	104.1	101.1	82.32
★ Fall River	239.2	103.8	100.8	7.63
★ Holyoke	239.5	105.0	102.0	4.12
Lawrence	199.6	101.8	98.8	5.63
★ Lowell	303.7	109.2	106.0	7.38
★ Lynn	238.1	114.9	111.6	8.19
New Bedford ..	249.2	101.5	98.5	8.00
Pittsfield	223.6	99.2	96.3	4.27
★ Salem	216.1	100.5	101.5	3.63
Springfield	264.3	101.9	98.9	17.42
Worcester	216.5	101.7	98.7	15.89

RETAIL SALES (S.M. Forecast for July, 1950)

City	City	City	
Index	Index	Nat'l	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	July
1939	1949	1949	1950

Michigan

Battle Creek ..	338.0	102.9	99.9	6.49
Bay City	340.4	100.0	97.1	5.82
★ Detroit	393.5	104.1	101.1	206.06
★ Flint	381.9	113.3	110.0	21.58
★ Grand Rapids ..	361.5	103.0	100.0	22.99
Jackson	328.6	102.5	99.5	7.23
★ Kalamazoo	341.0	103.8	100.8	9.65
Lansing	348.2	101.0	98.1	12.78
Muskegon	367.0	90.2	87.6	6.79
Pontiac	410.2	102.8	99.8	10.09
★ Royal Oak	355.0	112.7	109.4	6.07
★ Saginaw	260.3	99.0	100.0	7.50

Minnesota

Duluth	244.7	85.2	82.7	9.25
Minneapolis ...	300.0	100.7	97.8	63.58
★ St. Paul	301.9	103.4	100.4	39.82

Mississippi

★ Jackson	480.5	106.0	102.9	9.85
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RETAIL SALES (S.M. Forecast for July, 1950)

City	City	City	
Index	Index	Nat'l	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	July
1939	1949	1949	1950

Missouri

Kansas City ...	326.0	98.3	95.4	57.71
St. Joseph	328.5	99.7	96.8	7.49
St. Louis	315.9	102.0	99.0	87.95
★ Springfield	364.9	104.1	101.1	7.48

Montana

★ Billings	349.3	111.2	108.0	5.10
★ Butte	313.2	106.3	103.2	6.17
Great Falls ...	310.6	102.0	99.1	4.97

Nebraska

★ Lincoln	324.6	103.7	100.7	9.90
Omaha	327.0	102.7	99.7	27.14

Nevada

Reno	267.2	93.5	90.8	4.81
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Can't Get Along without Us . . .

The world looks to Holyoke City Zone to fill many of its living needs. Here's a partial list of products made here . . .

Plastics - cutlery - paper products - hats - brooms - thread - silver plate - glue - wire and cables - wire cloth - tires - chemicals - wood boxes - cellulose fibres - toilet seats - sheet metal - forg-

ings - machinery - tools and dies - electrical goods - textiles - garments - sporting goods - rugs - razor blades - yarns - rubber goods - corsets - boilers - industrial pumps roller chains . . .

Production of these and other products requires 200 plants and provides employment for 30,600 workers . . . whose payrolls total \$6,070,000 a month. Local families, with \$4,432 average income, live well . . . buy staples in plus proportions . . . maintain a comfortable standard of living in their homes. Good families to cultivate.

The Holyoke Transcript Telegram

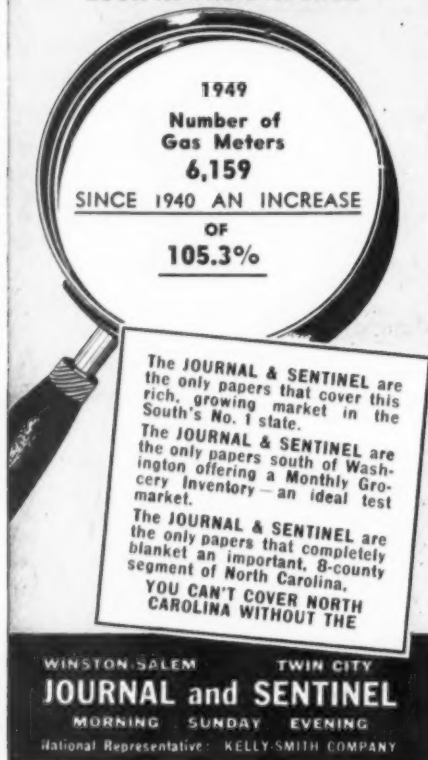
Read in 80% of Holyoke City Zone Homes

HOLYOKE, MASS.

Represented by

The Julius Mathews Special Agency, Inc.

**THERE'S CONCENTRATED
BUYING POWER IN
WINSTON-SALEM
LOOK AT THE EVIDENCE**



High Spot Cities

RETAIL SALES
(S.M. Forecast for July, 1950)

City	City	City	
Index	Index	Nat'l	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	July
1939	1949	1949	1950

New Hampshire

★ Manchester	219.2	103.9	100.9	5.81
★ Nashua	261.3	104.1	101.1	2.77

RETAIL SALES
(S.M. Forecast for July, 1950)

City	City	City	
Index	Index	Nat'l	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	July
1939	1949	1949	1950

New Jersey

★ Atlantic City	300.2	105.7	102.6	10.54
★ Camden	261.5	108.7	105.5	10.15
★ Elizabeth	295.4	104.9	101.8	10.46
Jersey City-				
Hoboken	213.3	99.4	96.5	19.46
★ Newark	266.6	104.1	101.1	52.31
★ Passaic-Clifton	353.9	108.2	105.0	10.83
★ Paterson	277.8	103.0	100.0	15.06
★ Trenton	285.2	106.1	103.0	14.66

New Mexico

★ Albuquerque	560.7	119.2	115.7	10.26
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New York

★ Albany	273.1	118.7	115.2	16.28
★ Binghamton	244.6	105.0	101.9	8.17
★ Buffalo	246.8	105.6	102.5	48.61
★ Elmira	243.3	103.3	100.3	5.16
★ Hempstead				
Township	393.4	118.8	115.3	36.63
Jamestown	211.5	98.0	95.1	3.49
★ New York	242.5	104.8	101.7	609.35
Niagara Falls	239.0	92.8	90.1	6.67
Rochester	228.3	99.5	96.6	30.53
Schenectady	248.8	99.0	96.1	8.76
Syracuse	235.2	101.4	98.4	19.62
★ Troy	288.9	103.4	100.4	6.79
★ Utica	234.5	103.8	100.8	8.35

North Carolina

Asheville	348.2	102.5	99.5	7.07
★ Charlotte	411.7	110.7	107.5	15.40
Durham	367.8	100.4	97.5	7.12
★ Greensboro	406.8	107.3	104.2	8.91
★ Raleigh	437.8	110.3	107.1	8.80
★ Salisbury	395.4	107.1	104.0	3.48
Wilmington	349.1	99.0	96.1	4.05
★ Winston-Salem	379.1	109.0	105.8	8.72

North Dakota

Fargo	334.3	97.1	94.3	5.35
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Ohio

Akron	290.0	99.9	97.8	24.74
Canton	281.5	92.7	90.0	11.60
Cincinnati	254.2	101.5	98.5	46.02
Cleveland	275.2	100.1	97.2	91.03
★ Columbus	295.8	103.6	100.6	37.04
Dayton	357.0	102.0	99.0	29.92
Mansfield	257.3	97.3	94.5	4.35
Springfield	276.7	101.8	98.8	6.67
Toledo	251.7	100.0	97.1	26.06
Warren	298.8	98.3	95.4	5.11
Youngstown	272.2	99.1	96.2	17.10

This Month — July, 1950 — PASSAIC-CLIFTON ranks *FIRST* among all North Jersey preferred cities

Sales Management's forecasts of retail sales for July rank Passaic-Clifton first in North Jersey . . . with a sales volume 8.2% greater than the same month last year. No other major North Jersey city increased its retail sales that much.

With forecasted sales for July 5% better than the national average . . . a total retail volume of \$10,830,000 this month, Passaic-Clifton—with its year-round family income average of \$5,845—is your best sales opportunity . . . its North Jersey's first market, served by North Jersey's first newspaper.

THE HERALD-NEWS

Passaic-Clifton, N. J.

Largest North Jersey Circulation

50,117 — ABC Annual Audit — 1949

The Julius Mathews Special Agency





CONFIDENTIALLY . . . He's so happy because he just saw his sales figures on the Oil City, Pennsylvania, market.

Yes sir! Business is good. However, you'd never know it if you depended on wholesale figures to tell the story. The population is over 100,000. Incomes are far above state and national averages. Circulation is at a new all-time high.

We'll be happy to give you the full story.

DERRICK-Blizzard
OIL CITY, PA.

The Julius Mathews
Special Agency, Inc.

YOU CAN'T DO AN INSIDE JOB FROM THE OUTSIDE . . .

For Instance:

**Selling Norristown
Is An Inside Job
And It Takes The
Only Medium On The
Inside To Create
Real Sales Results!**

**NORRISTOWN^{Pa.}
TIMES-HERALD**
NORRISTOWN, PENNA.

• REPRESENTED NATIONALLY BY
THE JULIUS MATHEWS SPECIAL
AGENCY

RETAIL SALES (S.M. Forecast for July, 1950)				
City Index 1950 vs. 1939	City Index 1950 vs. 1949	City Nat'l Index 1950 vs. 1949	\$ (Million) July 1950	

Oklahoma

★ Bartlesville	426.1	104.0	101.0	2.77
★ Muskogee	327.7	107.5	104.4	3.31
★ Oklahoma City . . .	344.8	104.4	101.4	24.90
Tulsa	326.6	96.8	94.0	17.41

Oregon

Eugene	341.5	100.2	97.3	4.85
Portland	317.8	98.1	95.2	45.90
★ Salem	285.0	107.4	104.3	4.56

Pennsylvania

Allentown	255.7	98.4	95.5	97.71
Altoona	278.9	100.0	97.1	7.03
★ Bethlehem	285.9	104.1	101.1	4.89
Chester	336.2	101.7	98.7	6.96
Erie	279.2	98.6	95.7	10.61
★ Harrisburg	302.7	105.4	102.3	11.99
Johnstown	269.1	93.6	90.9	7.59
★ Lancaster	272.9	110.9	107.7	7.67
★ Norristown	334.6	103.3	100.3	4.65
Oil City	242.9	95.2	92.4	1.87
★ Philadelphia	288.3	107.7	104.6	173.92
Pittsburgh	265.8	100.9	98.0	70.53
★ Reading	287.2	108.6	105.4	12.38
★ Scranton	248.9	107.8	104.7	11.03
Wilkes-Barre	253.6	95.6	92.8	8.27
York	258.7	92.5	89.9	6.08

Rhode Island

★ Providence	250.9	105.7	102.6	26.02
★ Woonsocket	230.9	104.6	101.6	3.51

South Carolina

Charleston	379.4	102.7	99.7	8.69
★ Columbia	371.6	110.9	107.7	9.70
★ Greenville	452.6	107.7	104.6	9.28
★ Spartanburg	434.9	106.4	103.3	6.35

South Dakota

Aberdeen	413.3	101.9	98.9	3.10
Sioux Falls	394.5	97.4	94.6	7.22

Tennessee

★ Chattanooga	322.0	104.2	101.2	14.17
Knoxville	361.9	102.2	99.2	15.02
★ Memphis	350.0	109.1	105.9	37.31
★ Nashville	358.9	110.0	106.8	22.67

Texas

★ Amarillo	415.3	112.9	109.6	8.64
★ Austin	435.2	111.5	108.3	13.71
★ Beaumont	399.5	104.2	101.2	9.51
★ Corpus Christi . . .	345.0	113.3	110.0	8.66
★ Dallas	422.7	104.4	101.4	57.50
★ El Paso	387.9	110.4	107.2	11.95
★ Fort Worth	429.7	105.7	102.6	31.46

There's Real READERSHIP

IN CHESTER

**Advertising Research
Foundation Says:**
(NEWSPAPER SURVEY NO. 134)

- **20 ADS**
on the All-Study Leaders List
- **2 ADS**
set all-time Readership Highs
- **1 AD**
established a new high, percent-
agewise, of any advertisement
ever measured!

YOU GET A

PREFERRED CITY

WITH THE



National Representatives
STORY, BROOKS & FINLEY

\$11 MILLION AVALANCHE

An avalanche of gigantic spending power—estimated at more than \$11 millions—will soon crash down on Woonsocket when U.S. Savings Bonds start to mature in '51, continuing at least through '54. Clinch your share now, while they're still deciding how to spend it. Sell them and keep them sold by advertising in the—

WOONSOCKET



Covering
Rhode
Island's
PLUS
Market

Representatives:
Gilman, Nicoll & Ruthman

SALISBURY is an IDEAL TEST MARKET

The Salisbury market is compact, drawing its trade from an average radius of 20 miles. Diversified industry and diversified farming maintain, through good years and bad, healthy retail sales.

Per family income is high (\$4,803—S.M. Estimate), and for more than a decade Salisbury has led North Carolina's major cities in per capita retail sales.

83% coverage in Rowan County. Outside newspapers combined give less than 25%.

*Plus outstanding
merchandising support*

Write for **BRAND PREFERENCE SURVEY**



WARD-GRIFFITH COMPANY
Representatives

DOG-EARS...

... on your copy of
the "Survey of Buying
Power"?

If your paper-bound
copy won't take the beat-
ing, maybe you need one
of our hard-bound copies.

Sales Management has
only a limited number, so
hurry!

Price \$6.50.



Send orders to

SALES MANAGEMENT

386 4th Ave., New York 16, N. Y.

High Spot Cities

RETAIL SALES

(S.M. Forecast for July, 1950)

City Index 1950 vs. 1939	City Index 1950 vs. 1949	City Nat'l Index 1950 vs. 1949	\$ (Million) July 1950

Texas (cont.)

Galveston	355.8	100.8	97.9	6.94
Houston	421.1	99.8	96.9	64.26
★ Lubbock	457.8	124.5	120.9	7.60
★ San Antonio ..	377.6	111.8	108.5	30.59
★ Waco	363.4	113.0	109.7	7.05
★ Wichita Falls ..	367.0	104.0	101.0	6.79

Utah

Ogden	356.2	98.8	95.9	5.45
Salt Lake City.	346.4	101.2	98.3	20.65

Vermont

Burlington	273.6	102.5	99.5	3.64
Rutland	274.7	99.4	96.5	2.49

Virginia

★ Lynchburg	267.2	105.0	101.9	4.49
Newport News ..	338.2	92.8	90.1	5.04
★ Norfolk	381.2	112.1	108.8	19.06
★ Portsmouth ...	406.9	106.3	103.2	5.29
Richmond	325.1	98.2	95.3	27.70
★ Roanoke	364.2	105.8	102.7	10.38

Washington

★ Seattle	385.0	103.9	100.9	63.15
Spokane	330.2	101.7	98.7	17.04
Tacoma	355.4	100.9	98.0	15.39
Yakima	327.3	95.1	92.3	5.86

West Virginia

Charleston	277.1	92.4	89.7	9.56
Huntington ...	285.3	96.9	94.1	6.99
Wheeling	286.8	102.0	99.0	7.20

Wisconsin

Appleton	321.4	100.9	98.0	4.05
Green Bay	328.8	99.0	96.1	6.84
Madison	310.0	101.6	98.6	10.82
Milwaukee	347.5	101.7	98.7	78.78
Racine	285.5	91.8	89.1	6.54
Sheboygan	298.6	98.7	95.6	4.27
★ Superior	309.4	104.3	101.3	3.59

Wyoming

★ Casper	425.2	104.0	101.0	3.87
★ Cheyenne	379.8	107.6	104.5	4.14

Hot Water—Courtesy of a Slide Rule

The sizing problem, in the sales of automatic gas water heaters, has stumped many a salesperson. There are so many variable factors that, too often, the salesman takes the line of least resistance and comes to his conclusion "by guess and by golly."

But there'll be less gnashing of teeth on the home front now: There's a new invention which works like an un-complicated slide rule. All the operator need know of his prospect's need is the extent of the prospect's laundry and kitchen equipment, number of people in the family and how many bathrooms.

The computed peak hour demand set up in the scale on the reverse side will show the proper tank size in gallons and the burner input per hour!

WILL YOU SETTLE FOR 94%?

**of the total advertising expenditure
by all companies spending \$25,000
or more per year on national advertising?**

A check of all companies spending \$25,000 or more per year on national advertising reveals that SALES MANAGEMENT'S circulation of 14,353 (net paid) covers 82% of these companies . . . and that this coverage accounts for 94% of the total expenditure of all "\$25,000 or over" advertisers.*

The number of subscribers getting SALES MANAGEMENT in each company varies with the size and importance of the organization . . . from a few key executives in the \$25,000 advertiser up to 54 individual subscribers in a multi-million dollar spender like General Electric.

As the *only* publication specifically edited for the sales executives of national advertisers, SALES MANAGEMENT is a basic working tool for the man in charge of sales—tailored to help him develop a coordinated and productive sales and advertising program.

**Our coverage keeps growing: The previous year's check gave us only 91% of the total expenditure and 79% of the companies.*



Sales Rating Board Report: "Looks Like Boom, Not Boomlet"

A prosperous third quarter, with a national retail sales level well ahead of the corresponding period of 1949, is indicated by the Board of Judges of Future Sales Ratings, the large majority of whom see no break in the current business boom.

Optimism is based on the current high rate of new orders, expectation of continued good demand, and the tremendous fundamental strength of the national economy, both as to individuals and as to businesses. Then, too, price increases in products used by the steel, automobile and building industries are visualized as ending the period of buyers' reluctance stimulated by hopes of lower prices.

Reference is made repeatedly to the huge buying potential of the Nation's people. Personal income has been running recently near an annual rate of 223 billion dollars, an unprecedented figure, comparing with personal income in the full year 1949 of \$209.8 billion and with \$211.9 billion in 1948.

New Savings High, Too

Not only is the actual current income picture outstanding, but people have been impressively piling up savings. In 1940 personal savings totaled \$3.7 billion. In 1949 they totaled \$11.8 billion and in the first half of this year they hit an annual rate of approximately \$16 billion.

These billions are on top of already record-breaking totals of savings now held. Thus, at the beginning of 1950, cash and bank deposits owned by individuals had reached \$128 billion. Additionally, individuals' holdings of U. S. Government securities totaled \$71 billion, equity in private insurance amounted to \$58 billion, Government insurance and pension funds aggregated \$38 billion, and equity in savings and loan associations topped \$12 billion.

Personal holdings of corporate stocks and bonds easily exceed \$50 billion, and taking that low-estimated figure and adding all the above mentioned savings to it, we reach a sum total of \$357 billion as a conservative estimate of individuals' savings in the United States today.

On the other side of the ledger, individuals owed \$28 billion to financial institutions on home mortgages

and \$16 billion on installment and other consumer debt. Subtracting this \$44 billion total from the \$357 billion savings total leaves a figure of \$313 billion net savings of individuals.

To obtain some conception of the magnitude of this huge pile of net savings, it might be pointed out that it is much more than enough to finance *two years of all* the retail sales of the United States in 1949 and it is *seven and a half times* the total U. S. retail sales of a good pre-war year like 1939.

Working Capital Highest Ever

Financial condition of American business likewise is in outstandingly strong shape. At the beginning of this year, net working capital of American corporations totaled \$67.7 billion, the highest figure in the Nation's history. During 1949 the country's corporations added almost 3 billion dollars to their total net working capital.

The foundation for expanding business operations in this country thus was never better. Our position is highly strategic, both as to strength of the buying power of business and the buying power of individuals. Sentiment of many of the Board of Judges of Future Sales Ratings is that the answer as to how excellent business in coming months will be is thus put *squarely up to promotion and persuasion*.

Promotion Inadequacies

A riddle sometimes seems to exist in the impressive fact of the great *ability* of people to buy and their frequent *reluctance* to do so. Is it because of lack of confidence in the future, anticipation of lower prices, fear of recession—or is it because businessmen themselves are not doing enough to convert *purchasing ability* into *purchases*?

Consensus definitely is the last-mentioned thought—simply a matter of *adequacy of promotion*. As the first fundamental, businessmen should *advertise* more to help their salesmen *sell* more.

In addition to *more* promotion, the panel experts point out the need for more rifle-fire as against the shotgun type of selling. Both are needed, of course, but to attain maximum re-

sults from 3-4-and 5-star industries, special and intensified promotion efforts are required.

The prospects of individual industries vary considerably, of course; we have hoped, in getting the expert judgment of the 300 authorities who comprise the Board of Judges of Future Sales Ratings to obtain the best possible estimates of the likely future sales trends of the 100-plus industries which are rated.

Two types of ratings are presented: the Size Rating and the Sales Prospect Rating. (Keys for these ratings are given at the top of the Future Sales Rating table page.) To obtain the dollar significance of the ratings, therefore, these two ratings must be studied in conjunction with one another.

The Batting Average

Supplementing the Sales Prospect Rating with the Size Rating, the sales manager, advertising manager, merchandiser economist, trend watcher and long-range forecaster can thus obtain a ready estimate of the prospective volume of any of the 100-plus industries rated by Future Sales Ratings.

Preliminary analysis of full-year sales returns of all the industries rated by Future Sales Ratings reveals a continuation of the high batting average of accuracy maintained by this service in recent years. Final results are expected to show that the 1949 batting average will top that of 1948, which hit a percentage of 84.1.

The high successful average is a favorable reflection on the combined prophetic abilities of the Future Sales Ratings Board of Judges. These experts embrace nationally a wide range of economists and marketing research men in the Federal Government, in U. S. industry, in trade associations, in business papers, advertising agencies, statistical services, and in the leading universities of the nation. Their analysis and editing decides the ratings each quarter under the supervision of Peter B. B. Andrews, editor of Future Sales Ratings, and former industrial economic adviser, U. S. Government.

Tabulations by each industry, with explanatory keys, are on the following page.

FUTURE SALES RATINGS

Key to Relative Size Ratings

(by industry sales volume)

- A—Ten Billion Dollars and Over
- B—Seven Billion to Ten Billion Dollars
- C—Four Billion to Seven Billion Dollars
- D—Two Billion to Four Billion Dollars
- E—One Billion to Two Billion Dollars
- F—One-Half Billion to One Billion Dollars
- G—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)

- ★★★★★—Best Relative Outlook
- ★★★★ —Very Good Relative Outlook
- ★★★ —Good (Medium) Relative Outlook
- ★★ —Fair Relative Outlook
- ★ —Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 3rd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 3rd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★★	★★★★	Machine Tools	G	★★★★	★★★
Air Conditioning	F	★★★★★	★★★★★	Machinery (Agric.)	E	★★★★★	★★★★★
Air Transportation	G	★★★★★	★★★★★	Machinery (Ind'l.)	B	★★★★★	★★★★★
Aircraft Sales	C	★★★★★	★★★★★	Materials Handling	A	★★★★★	★★★★★
Auto Sales (New)	A	★★★★★	★★★★★	Meats	C	★★★	★★★
Auto Sales (Used)	E	★	★	Medical Care	C	★★★	★★★
Auto Tires	E	★★★★	★★★	Metal Containers	F	★★★	★★★
Baking	D	★	★	Metals (Non-Ferrous)	C	★★★★	★★★
Banks (Revenue)	E	★★★★★	★★★★★	Motion Pictures	E	★★★	★
Beer	C	★★★★★	★★★★★	Musical Instruments	E	★★★	★★★
Building (Heavy)	B	★★★★★	★★★★★	Office Equipment	F	★★★	★★★
Building (Residential)	C	★★★★★	★★★★★	Oil Burners	E	★★★★★	★★★★★
Candy & Chewing Gum	E	★	★	Oil (Cooking)	G	★	★
Canned Fruits & Veg.	E	★★	★★	Oil Equipment	D	★★★★★	★★★★★
Cereals	E	★★	★★	Packaging & Containers	E	★★★★★	★★★★★
Chemicals	G	★★★★	★★★★	Paint	D	★★★★	★★★
Cigarettes	D	★★★	★★★	Paper & Products	C	★★★	★★★
Cigars	G	★★	★★	Personal Care	D	★★★	★★★
Clothing (Men's, Women's & Children's)	A	★★★	★★★★	Photographic Supplies	G	★★★	★★★★
Coal (Anthracite)	F	★★	★★	Physicians & Dentists	D	★★★	★★★
Coal (Bituminous)	E	★★★★★	★★★★★	Plastics	F	★★★	★★★
Commercial Printing	F	★★★★★	★★★★★	Plumbing & Heating	D	★★★★★	★★★★★
Cosmetics	F	★★★	★★★	Printing & Publishing Equip.	F	★★★★★	★★★★★
Cotton Textiles	D	★★	★★★	Radios	F	★	★
Dairy Products	D	★★	★★	Railroad Equipment	B	★★★★★	★★★★★
Department Stores	A	★★	★★	Railroads	E	★★★	★★★
Diesel Engines	G	★★★★★	★★★★★	Refrigerators	A	★★★★	★★★
Dinnerware	E	★★★★★	★★★★★	Restaurants & Bars	D	★★★	★★★
Drugs & Medicines	D	★★★	★★★	Rubber Products	F	★★★	★★★
Dry Cleaning	E	★★★★	★★★★	Security Financing	F	★★★★★	★★★★★
Education	F	★★★	★★★	Shipbuilding	F	★★★	★★★
Electrical Equipment (Heavy)	C	★★★★	★★★★	Shoes	D	★★	★★
Electrical Equipment (Light)	G	★★★★	★★★	Silk Textiles	E	★	★
Exports	A	★★	★★	Soap	F	★★★★★	★★★★★
Farming	A	★★	★★	Soft Drinks	C	★★★	★★★
Flour	D	★	★	Sports & Sporting Goods	A	★★	★★
Food Processing	G	★★★	★★★	Steel & Iron	E	★★★★★	★★★★★
Furs	C	★	★★	Sugar	E	★★★★★	★★★★★
Gasoline & Oil	E	★★★★★	★★★★★	Surgical Equipment	G	★★★★★	★★★★★
Glass & Materials	A	★★★★	★★★★	Synthetic Textiles (Rayon, Nylon, etc.)	E	★★★★★	★★★★★
Groceries	D	★★	★★	Television	G	★★★★★	★★★★★
Hardware	D	★★★★★	★★★★★	Toothpaste & Mouthwashes	G	★★★	★★★
Hotels	D	★★★	★★★	Toys & Games	G	★★★★	★★★★
House Furnishings, (Floor Coverings, Furniture, etc.)	C	★★★★★	★★★★★	Trailers (Auto)	A	★★	★★★
Household Products (Misc.)	C	★★★★★	★★★★★	Travel & Vacations	E	★★★	★★★
Imports	C	★★★★★	★★★★★	Travel (Sea)	D	★★★	★★★
Instalment Financing	C	★★★★★	★★★★★	Trucks	E	★★	★★
Insurance	C	★★★★	★★★★	Utilities (Electric)	D	★★★★★	★★★★★
Jewelry & Watches	E	★	★★	Utilities (Gas)	E	★★★★★	★★★★★
Laundries	F	★★★★	★★★★	Utilities (Telegraph)	G	★	★★★
Liquor (Alcoholic)	C	★★★	★★★	Utilities (Telephone)	D	★★★★★	★★★★★
Luggage	G	★★	★★★	Vacuum Cleaners	G	★★	★★
				Vending Machine Sales	D	★★★★★	★★★★★
				Washers (Household)	F	★★★★	★★★

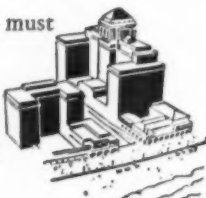
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PUBLIC RELATIONS DIRECTOR

Top public relations man, both agency experience with national accounts as well as internal corporate — financial — employee, annual reports, company publications and general publicity. Traveled 48 states with nation's business leaders. Former newspaperman Chicago, New York, D. C. and Europe. Familiar with all legislative and administrative procedures at Washington. Vast newspaper and magazine acquaintance. Wants position with company out of New York City. Excellent Refs. Box 2719, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

BUYER'S MARKET

To salesmen who must cool their heels, we recommend our private beach after the morning meetings.



CHALFONTE-HADDON HALL

on the Boardwalk, Atlantic City, N. J.
Operated by Leeds & Lippincott Co. for 60 years
Write for illustrated brochure No. 1

EXECUTIVE TYPE SALESMAN

Unusual opportunity for strong, resourceful personal salesman to sell outstanding line to industrial concerns and wholesalers. Exceptional commission rate to right man. Exclusive representation only. Give past record and qualifications in first letter to Box 2714, Sales Management.

EDITOR WANTED . . . to take command of important new periodical scheduled for January launching by one of nation's foremost business paper publishers. Applicant must be thoroughly versed in all phases of both hard and soft goods merchandising at retail level. He must be imaginative and aggressive, a facile writer, a fluent talker, an able organizer. Position offers substantial salary, an impressive career, plus outstanding growth potential. Your written, particularized reply will be held in close confidence. Box 2717, Sales Management, 386 Fourth Ave., New York City.

EXECUTIVES—\$6,000 UP

Contemplating a change?

Your personal requirements met through our flexible procedures, affording full protection of your present position. We have the know-how and the nationwide contacts to negotiate successfully for you. Details for the asking, mailed under confidential cover. JEPSON EXECUTIVE SERVICE, 1624 Porter Bldg., Kansas City 2, Mo.

Tampa-St. Petersburg: One Metropolitan Area

The Tampa-St. Petersburg Metropolitan Area, consisting of Hillsborough (Tampa) and Pinellas (St. Petersburg) Counties in Florida, has again been united into a single area for marketing purposes, according to the Bureau of the Census. Originally a two-county area by Census definition, it was listed in the 1950 Survey of Buying Power both ways on page 140.

The following Survey changes should therefore be made:

Page 140—cancel 138 (St. Petersburg) and 162 (Tampa), and use instead the data for Tampa-St. Petersburg as printed below the 162-Tampa listing.

Page 146—cancel both the St. Petersburg and Tampa rankings, and substitute the population, retail sales and income figures from page 140, for the combined area, as 162-Tampa-St. Petersburg, with ranking as follows: Population, 50th; Retail Sales, 50th; Net Effective Buying Income, 53rd.

Page 218—combine the two areas into one, with total as shown on page 140. This gives Florida six instead of seven Standard Metropolitan Areas, with the Tampa-St. Petersburg area ranking second in the state in population, retail sales, and Effective Buying Income.

WANTED SALES ENGINEER

Industrial Engineering Sales Manager with potential abilities for General Manager. Must be top notch sales executive with knowledge of engineering and production methods . . . be capable of selling available additional plant capacity to heavy equipment manufacturers . . . have ability to enlarge present small sales organization. We have been established nearly a century, fabricating steel products for construction machinery industry. Location central Ohio. Excellent opportunities for sales expansion and promotion to General Manager with very good salary. In first letter give age, experience, education, salary expected. OUR executives know of this ad. Box No. 2716, Sales Management, 386 Fourth Ave., N. Y. C.

A PROVEN PRODUCER . . .

. . . with 4 years creative sales experience introducing business service to decision men of top companies. Knows how to close, overcome objections and win agreement with all levels of prospects. 30 years old, tall, pleasing personality, married, college graduate. Interested in putting sales 'know-how' to work for manufacturer of tangibles. Now employed in New York City. Box 2720, Sales Management, 386 Fourth Avenue, N. Y. C.

Coming Soon in Sales Management:

A new study of salesmen's automobile expenses by R. E. Runzheimer.

WANTED: CUSTOMER RESEARCH EXECUTIVE

Automotive manufacturer wants an experienced executive to direct its research activities with customers and the public at large. The objectives of the research program are to determine desirable mechanical and appearance changes in products; customer and public attitude toward the manufacturer, its products, and its retail outlets; to assist in forecasting sales and in establishing territorial sales quotas; and to consult on advertising techniques and media. College training and experience in the automotive or an allied industry preferred. Salary: \$20,000 plus. If employees of this automotive manufacturer should apply, their present positions will not be jeopardized. Inquiries will be treated in strict confidence and should be addressed to

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COMMENT

YOU'D BETTER SIT DOWN —AND WRITE A LETTER

The excise tax repealer bill still is very much in the cross-your-fingers and hold-your-breath stage.

It's obvious that the new tax bill is going to be written in the heat of the summer—and a Washington, D.C., summer at that. And it will be put together at about the time that the 1950 Congressional campaign will begin to warm up.

The state of the weather and the state of politics have a lot more to do with how a tax bill is written than non-politically-minded people might suspect. If the Washington heat is not enough prompting by itself, some 100 Congressmen from districts where the vote is very close will be itching to get home. Many of these are Democrats who know that "off-year" elections are tough on the "ins," regardless of how they vote on issues.

The House Ways and Means Committee has listened to many pleas and has tentatively decided to trim excise taxes on several dozen articles by somewhat over one billion dollars a year.

That tax whipping boy—baby powder—would go scot-free under the proposed bill. So would aromatic breath sweeteners. But the tax on liquor remains. Fur tax would drop from 20% to 10%, just to cite a few examples.

Recommended tax cuts fall short of what many businessmen would like—complete elimination of wartime excises. But the framers of the new tax bill have been warned by the President that he'll veto a bill which cuts revenue on one hand without devising means to increase it in other ways.

With this warning in mind, the House Ways and Means Committee has voted to recommend a rise in the corporate tax from 38% to 41%. In effect, the Committee is putting a political decision up to business. Does business want excise taxes repealed even though it means boosting corporate taxes? The Committee is saying you can't have one without the other.

How can business make the recommended tax cuts stick so they will be incorporated in the final bill?

You'll have to keep Congressmen sold on the merits of your case. You'll also have to give them some leeway in "buying" from you. The House Ways and Means Committee obviously has been impressed by the argument that excise taxes are bad for employment and sales. That's the main argument advanced by repeal advocates (See, "War" Taxes Cut Employment, Sales: Congress Should Repeal Them—Now, in SALES MANAGEMENT, August 15, 1949.)

If you're one of the thousands of businessmen who wrote to their Congressmen *last year* it might be well to write again when the tax bill comes out on the floor of the

House of Representatives for general debate. Your Congressman wants to know what you think *this year*. Are you just as red hot about excise tax repeal now—when business generally is at a high level—as you were last year when the inventory depression threw a scare into all of us?

Your Congressman will have to decide how to cast his vote. So don't keep your Congressman guessing—let him know that you're still interested. A thoughtful letter and a three-cent stamp are all you need.

MORE MIDDLE MANAGEMENT?

We're all familiar with the star salesman—because of his sales record—who is promoted to sales manager. Sometimes this kind of an executive flops and a valuable business asset has been wasted. And a man's faith in himself impaired. What can be done to avoid this waste?

General Electric's executive vice-president, Ralph J. Cordiner, suggests a solution. He calls for building "second and third teams" of reserve executives under planned programs for executive development:

"We cannot govern industry today with nothing but a group of specialists at the top, unless we are prepared to call a committee meeting every time there is a management decision to be made.

"Companies for a long time have done a good job of recruiting and early training," Mr. Cordiner declares, "but, too often, at the most critical period in the development of an executive we have neglected to provide any opportunity for training at all.

"We suddenly find ourselves doing one of two things: We take the man who has been specializing during some of the most important formative years of his life and give him a title, saying, 'Now you're a manager.' Or we find ourselves saying, 'We'd like to promote a man from within the ranks, but none of them has the proper qualifications.'"

The only answer to giving promotable men and women well-rounded experience is deliberately to embark on a policy of job rotation. When executives are rotated they must be given authority on their new but temporary jobs as well as opportunity. Such jobs should permit learning, as Mr. Cordiner states it, "how to select people and organize their efforts by defining responsibility, authority, and accountability." This is all part of learning "sensitivity to social, economic and political trends."

Rotation with a view to developing all-round ability poses management problems. Many managers may cast a dubious eye on the movement of their best men. They are apt to be like an Army company commander who stood in the way of his enlisted men going to Officers Candidate School—because, by letting them go, he'd upset his smooth running outfit. How can this situation be avoided in business? Mr. Cordiner says that the No. 1 executive in the company must concern himself with the executive development program—and review it periodically.

No soap!

The standard formula for fiction is boy meets girl in the first paragraph and gets hitched in the last.

Occasionally the plot is varied by girl meeting boy, and in some stories they get married in the penultimate paragraph and go to Reno in the coda.

Fiction offers a fine release from reality, an escape mechanism working unfailingly as Harry Houdini's locks, and in its best form can be almost as exciting as fact.

In agriculture, the fast succession of new and exciting facts, the ever expanding fields of exploration and discovery, the amazing adventures in creative research make fiction seem almost old-fashioned.

Across the SF editor's desk move factual stories of how man's ingenuity defeats the most ravaging forces of nature, the wind and eroding rains, turns the gouged gully and barren hillside into green pastures.

Mighty jinn released from the test tube, wipe out the blight of the locust, cut down the weed while permitting the corn to grow.

Modern power machinery garner harvests far greater than all the King's peasants, make the gleaner a dimly remembered figure of folk lore.

New varieties grow more ears on the stalk, more beans on the vine, create the hens which



lay twice as many golden eggs . . . and put two chickens in every pot, not by economic legerdemain, but by reducing losses, evolving better species, speeding growth by sound nutrition and better balanced rations, skyrocketing production per season.

With so much happening on real farms and among real farmers . . . the editors of **SUCCESSFUL FARMING** just don't have room for fiction!

And are proud and happy to report that among agricultural publications —**SUCCESSFUL FARMING** ranks last in fiction . . .

SUCCESSFUL FARMING is the handbook, practical manual, and daily guide to better farm living and better farm business . . .

published for the nation's best farm families, concentrated in the fifteen agricultural Heart States. For more than forty years, it has better served their interests, helped them to higher yields and greater incomes.

The million SF subscribers in the Heart States alone earn easily 50% more income than the average US farmer. And ten years of peak prices, production, and profits have made the SF families the best class market in the world today! That is fact—not fiction! Any office of SF will gladly supply substantiating data and detail on request. For better sales, better ask soon! **SUCCESSFUL FARMING**, Des Moines . . . New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, and Los Angeles.



**Approved method to get retailers
to push your line—**

The Chicago Tribune Consumer-Franchise Plan



LACK of a strong consumer franchise is shutting the doors of retailers to some salesmen. Retailers are not interested in stocking and pushing brands which their customers are not interested in buying.

Today's accentuated pattern in selling—fewer brands per classification per store, increasing reliance on self-service, cost-heightened pressure for store volume—exposes the inadequacy of token or background advertising.

Advertising today must be planned and used to build a consumer franchise—enjoyment of an important share of the day-in and day-out repeat buying by consumers relatively undisturbed by competition. With little personal selling by retailers in the store, the critical stage of selling has moved out of the store. Today's advertising job is to sell the consumer in the home before she goes to the store.

To meet the situation the Chicago Tribune has developed a sound procedure that can build a consumer franchise for your brand that can get it stocked and pushed by retailers.

Based on a first-hand knowledge of selling conditions in Chicago, the Tribune plan earns larger retail inventories, better store displays and faster turnover. It gets greater results from sales work. It gives you the benefit of the retailers' own promotion. It can produce immediate high volume. It can give you the strong market position you want as a base for expansion and company progress.

Proved in Chicago, the plan can be employed in other markets. It works in the big unit field as well as in packaged goods lines. By constructing a consumer franchise for your brand, it gives substance and significance to your dealer franchise plan.

Here is the kind of a program that makes sense today. A Tribune representative will be glad to tell you how it can be applied in your business. Ask him to call. Do it now while the matter is fresh in your mind.

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

CHICAGO TRIBUNE REPRESENTATIVES:

A. W. Dreier, 1333 Tribune Tower, Chicago 11;
E. P. Struhsacker, 220 E. 42nd St., New York City 17;
W. E. Bates, Penobscot Bldg. Detroit 26;
Fitzpatrick & Chamberlin, 155 Montgomery St.,
San Francisco 4; also, 1127 Wilshire Blvd., Los Angeles 17

JUL 5 1951